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U.S. Dept. of Army

WAR DEPARTMENT

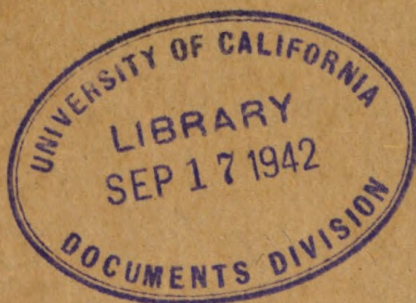
TECHNICAL MANUAL



ADMINISTRATION

The Division and Large Installations

February 26, 1942





## FOREWORD

This manual is in no way intended to replace, supersede, or revoke any existing regulations or manual now published. It is solely a guide and as such is intended to assist adjutants general during the formative period of large units, or when first assigned to duty in the adjutant general's section of a large unit.

*Doc well  
gift  
non care*

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TECHNICAL MANUAL }  
No. 12-220 }

★ WAR DEPARTMENT,  
WASHINGTON, February 26, 1942.

## ADMINISTRATION

### THE DIVISION AND LARGE INSTALLATIONS

Prepared under direction of  
The Adjutant General

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## CHAPTER 1

## THE POINT OF VIEW

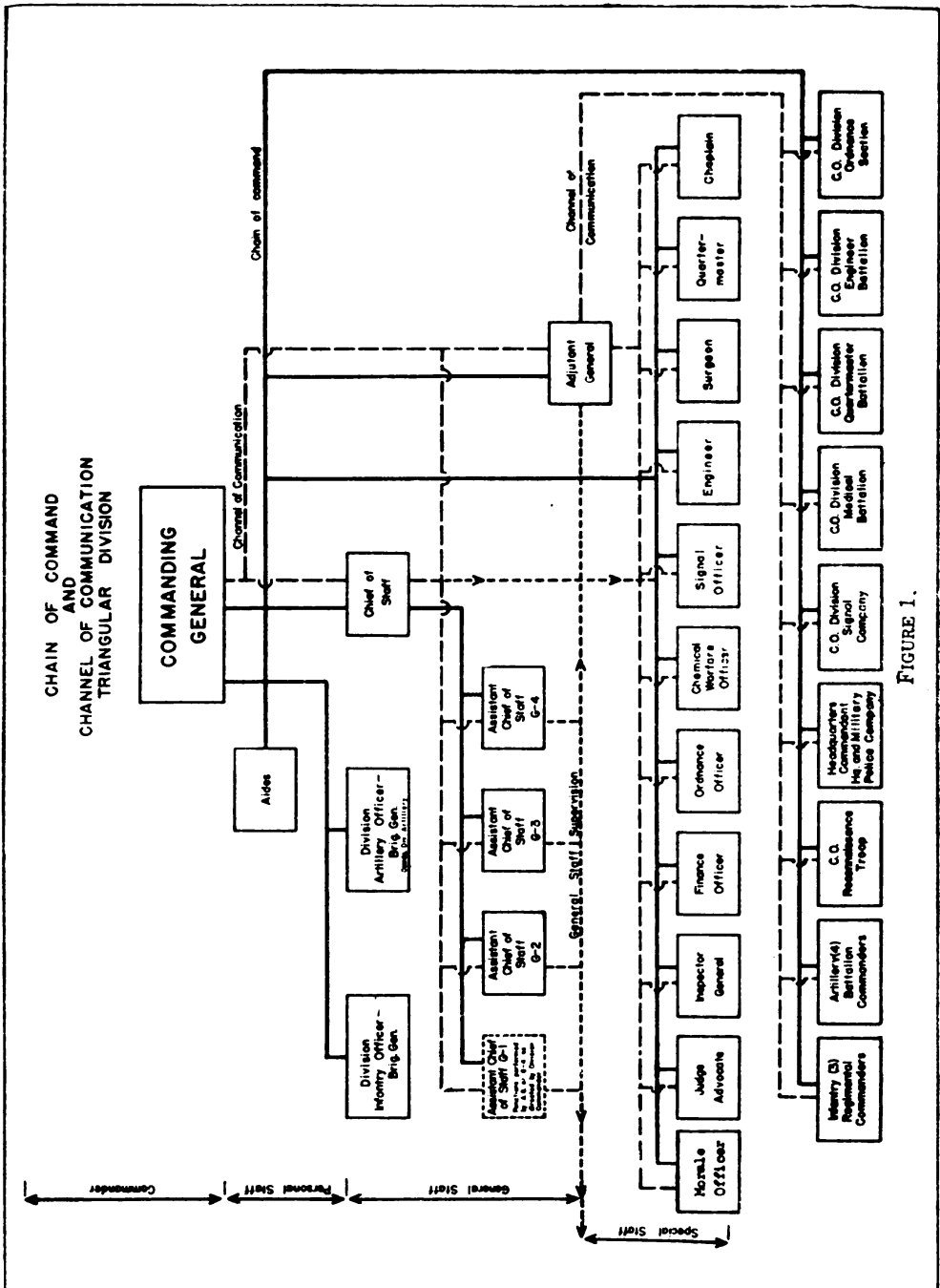
1. The objective of all military operations is success in combat. Always remember that. No matter how hectic your day becomes, no matter how intricate your problems, it is the troops—in training or combat—who are your primary consideration.

2. The commander may win the fight, but his job is facilitated by a well-organized and efficient staff. If the staff is not well coordinated and does not function up to expectations, if the troops are distracted by inefficient staff work, hindered by useless administrative detail, the prospects of success are diminished.

3. Your job is both administrative and operative. In each capacity you can hamper or even disrupt well-made plans of troop commanders. Personnel matters must be handled promptly, efficiently and with judgment, so that the combat team can function smoothly. Reports must be accomplished; correspondence must be concise, explicit, and up to date; records must be complete and maintained efficiently. These, and a score of other administrative and operative functions which go to make your job, are important cogs in the preparation for combat. They are the key-wheels which make the Army machine run smoothly. Once the administrative cogs break down; once the troop commander is distracted from his major responsibility by housekeeping and administrative details—at that point the morale of the command is adversely affected. When, however, the troop commander realizes that you, as an administrative officer, are bending every effort to relieve him of the minutiae of administration; when the administrative machine is running so smoothly that he is scarcely conscious of it—then you will have merited his full cooperation, and what is more, his appreciation.

4. By using common sense combined with Army Regulations and customs of the service, you will find countless ways in which you can simplify the administrative phase of your job. The Articles of War, Army Regulations, directives, and orders of higher echelons govern your procedures. But there will arise anomalous situations where only one ingredient will dissolve your problem—plain common sense.

5. Always be objective about your duties and retain an inquiring mind. Why is such and such a procedure followed? Is there any better way of accomplishing the same end? Will the new way conform to regulations, maintain the integrity of records, protect the contractual rights of officer or enlisted man? Does it meet with the approval of your commanding officer? For he, not you, bears the ultimate responsibility for the administrative work





of the division. You are a staff officer, charged with the duty of carrying out the policies of your commander, under Army Regulations. What the policies shall be is a matter for the commander to decide. How effectively and efficiently those policies are carried out is *your* responsibility.

6. You are an executive. Keep yourself free from the administrative routine. Do not attempt to know every detail in the daily operation of your department. When you are called on for information, you *must* know where to get it—immediately and accurately. Every detail of your department should be the responsibility of a particular officer or enlisted man. Your job is to see that each subordinate is efficient in his own department, that his work is thorough and comprehensive, that it fits into its proper place in the administrative machine. The planning of work, its speedy and efficient accomplishment, its coordination within the department, and with other departments—these are your especial charges. There are, in addition, certain routine duties which only you can fulfill, but these should be decentralized insofar as regulations and policies permit. Keep yourself as free as possible for planning, for personal contact with other staff officers, for conferences with your commanding officer.

## CHAPTER 2

## APPROACH TO THE JOB

7. The title and office of adjutant general are of historic importance. An adjutant general has never occupied a more vital role in the success of our military effort than he does today. In the United States Army the designation "adjutant general" is an inheritance from the British Army which made adjutants general the principal staff officers of higher commanders in the field.

8. It is interesting to note the regulations published in 1812, defining the duties of The Adjutant General:

It will be the duty of the Adjutant General to form all orders given by the Commanding General in a perspicuous manner; to forward them with dispatch; to publish the decisions of the sentence of general courts-martial; to make out all the details for the distribution of the service equally between the different corps of the Army; to receive the daily and monthly returns, and lay abstracts before the Commanding General; to draw up instructions; to furnish watchwords; to give form to correspondence with the Secretary of War, Generals, and the Staff Officers; to receive all applications for furloughs, and other particular requests; to correspond with relations of soldiers; to preserve orders, instructions, printed documents, and letters; to make monthly returns of the Army and to prescribe forms of the returns exhibiting the strength of the Corps.

9. These were the duties of the adjutant general of a command in 1812. The adjutant general today does all of those things, and many more. The Act of 1903, under which the general staff was created, with the chief of staff as the principal staff officer, and with all bureaus of the War Department operating under him, removed the adjutant general from his traditional position as the principal staff officer of the commanding general. However the complexity of the modern army has made the adjutant general's position more important than ever before.

10. No single officer of the command is able to exert a more potent influence for high morale among officers and men, nor will anyone be able to contribute more to the success and efficiency of the command, than the adjutant general of that command. An army, or any element thereof, will spend many months in training for every day that is spent in battle; and it is during those long months of training, when fatigue and monotony take their toll of morale; when tension makes men irritable and impatient; when the thousand and one tasks of administration, management, and housekeeping become irksome, that the adjutant general, by tact, patience, good judgment, wide knowledge of administrative procedures, and skill in personnel management, can lift the command over the rough spots, can instill and maintain that intangible thing we call "esprit de corps," which molds individuals and units into an army. Upon the personal qualities of the adjutant general, up-



on his grasp of his responsibilities and opportunities, will depend in large measure the success of the Adjutant General's Department in carrying out its mission.

11. The adjutant general is the "voice of the commander." He will "form all orders given by the Commanding General in a perspicuous manner!" This means that, having ascertained the commanding general's wishes in any given matter, having been given the policy, he will indite the orders (except combat orders, which are written by other staff officers) letters, circulars, memorandums, or bulletins, necessary to convey the commander's desires clearly, concisely, with such skillful use of words and phrases as to permit no interpretation save that desired by the commander. This in itself is a fine art, to be acquired only with study, thought, experience, and willingness to take infinite pains. Read again the phrase above: "as to permit of no interpretation save that desired by the commander." This is fundamental. Orders, and directives must mean exactly what they say and not raise the question, "does it mean this, or that; does the commander want me to go here, or to go there?"

12. The adjutant general is the administrative executive. Other members of the staff plan and advise. The adjutant general also plans and advises; but when the plans of others have been made, when the advice has been accepted, it is the adjutant general who translates them into action. He gets the thing done. His duty is not completed when he has written an order; he must follow through to see that the order is executed. Higher authority calls for certain information; it is the adjutant general who gets the required information, perhaps from a dozen sources. He correlates, consolidates, records, and forwards it to the proper place. The commanding general wishes a certain thing done; the adjutant general translates this wish of the commander into the accomplished fact.

13. He must keep in close touch with other members of the staff, and with the commander himself. The adjutant general must know his commander intimately; must know his habits of thought; must understand the mental processes by which the commander reaches a decision, or forms a judgment. Between the two, the commander and his adjutant general, there must exist a mutual respect and confidence, a mutual sense of loyalty. Without it, the adjutant general is useless to the commander. There should be a definite hour each day when the adjutant general goes to the office of the chief of staff or the commanding general, and discusses with him the important matters of the day. The commanding general, the chief of staff, and the adjutant general may well lay aside official formality—but never dignity. There should be frank and open discussion, in which the adjutant general should feel entirely free to express his views, to argue for his ideas, to make recom-

mendations. Conversely it is incumbent upon any commander to give due consideration and weight to the opinions and recommendations of his adjutant general in those fields of administration and operation which are his peculiar province.

14. Never for a moment must the adjutant general, or any of his assistants, forget that every word which he utters in the conduct of the business of his office, every penciled memorandum, every letter or order which issues from his office, is issued only in the name of, and by authority of, the commanding general! The commanding general is directly and personally responsible for everything that the adjutant general does, and for any thing that he leaves undone.

15. Matters of routine procedure should be discussed by the adjutant general with the chief of staff and the commander, who, on their part, should indicate their understanding and agreement or disagreement. This should be done soon after the adjutant general joins the command and assumes his duties. Thereafter, normal routine procedures should be accomplished without further reference to the chief of staff or the commander. Matters which require an enunciation of policy should be taken to the chief of staff, or the appropriate assistant chief of staff, and should be subjects of full and frank discussion. Once a policy has been determined by the commander, the adjutant general should reduce the substance of the policy to memorandums or minutes. Such minutes should show the fact of the commander's or chief of staff's approval as contemplated in paragraph 25, War Department Correspondence File (this book is issued to all division headquarters) after which it goes into the policy or precedent file, until such time as the commander, on his own initiative, desires to change the policy, or until the chief of staff or the adjutant general feels that the matter should be re-opened.

16. The policy having been determined by the commander, or by the chief of staff for the commander, thereafter the adjutant general takes action on matters coming within the scope of that policy without further reference to the commander. For example, what is the general's policy regarding leaves of absence for officers? Wearing civilian clothes when off duty? Suppose the general decides that he, himself, will act on requests for leaves of absence for periods of more than one month. Then the adjutant general will receive requests for leave for periods of less than one month, and will determine upon such basis as he deems proper, whether or not the leave is to be granted.

17. All the affairs of the division pass through the adjutant general. Many are routine, many require merely formal translation of policy into action. Yet there are countless instances where the adjutant general must interpret the inner thoughts of the com-



mander ; those imponderables in the mind of a leader which cannot be expressed in formal policy. The successful adjutant general develops a sixth sense. He learns by instinct how to announce a decision for the commanding general, in such a manner that it not only accomplishes its purpose with firmness and dispatch but also recognizes the rights and feelings of subordinates. He should be the "alter ego" of the commander and at the same time the personification of the officers and men of the command. This dual role does not imply weakness or duplicity.

18. Once the commanding general makes a decision, that decision stands. The adjutant general should support it as though it were his own. He might have arrived at a different conclusion ; but there can be only one commanding officer and his decision becomes that of his staff. His will must be supreme, for it is he who carries the ultimate responsibility.

19. The adjutant general must be positive, forceful, he must make decisions—clear-cut, definite decisions. Then he must act on those decisions. He must be able, quickly, to assimilate a mass of fact and opinion, and just as quickly to winnow the essential facts from the non-essential and trivial. His judgments must be sound judgments, soundly arrived at, and acted upon with confidence. Above all, the adjutant general must be a man of action. He must execute. He must never lose sight of the fact that administration is but the means to an end, and not the end itself.

20. The adjutant general must so organize his office staff, and so allocate and delegate duties among his commissioned and enlisted assistants, that he himself is left free to direct, to execute. He must not only encourage, but must demand that his assistants use their own initiative, their own judgment, and accept responsibility. If the assistants have confidence in the adjutant general, know that he will back them up, even if they make mistakes, they will develop into valuable assistants ; otherwise, they will be merely rubber stamps, automatons, going through the motions of "doing paper-work." Encourage ; praise, where praise is due ; give the junior full credit for a good idea, a time-saving suggestion. By the same token, when censure is due, so frame and phrase that criticism that it becomes an incentive to better work in the future. The adjutant general should never go over the heads of his assistants in making corrections. If Private Jones does something the wrong way, call the officer or noncommissioned officer in charge of the section and ask him to have the matter corrected. Thereby the prestige of the division or section chief is enhanced ; Private Jones' pride is saved ; esprit de corps is maintained.

21. In his relations with commanders and with staff officers of lower echelons, the adjutant general should bear in mind always

that he is the representative of his commanding general. Don't let the general down. In using the telephone to transmit the wishes or directives of the commanding general to the commander of a lower echelon, through the adjutant or other staff officer of that echelon, be courteous, friendly, but avoid the use of the first person singular.

22. The adjutant general should know personally and by name the commanding officer of every regiment and separate battalion. He should also know every staff officer of the lower echelons. And he should know as many as possible of the officers of his division by name, and be able to call them by name. This is quite a feat of memory, but it can be done, and it will pay dividends.

23. The office of the adjutant general should be the first place at division headquarters to which any officer of the command goes, when he has occasion to go to division headquarters. The adjutant general himself should be easily accessible and available to any officer at any time. This does not mean that he should allow people to take up his time in idle conversation. But he should always find time to talk to any person about his particular problems.

24. *a.* The adjutant general should not allow himself to become so occupied with the performance of routine administrative tasks that he loses his perspective. He must be free to leave the desk, to go to other offices in the headquarters, to go to the drill field, or to accompany some regiment for a half a day at a time on field exercises. In a word, be an executive, and not a glorified clerk.

*b.* The function of the adjutant general has been often misunderstood. It is the tendency of the line officer to think of it as "paper-work." Quantitatively, paper-work looms large. That is inherent to the job. But paper-work is only the shell; the core is out of sight, within the shell. That core is leadership. While the adjutant general does not exercise command, he nevertheless should exercise leadership. His personality can gain, both for him and for his office, the respect and willing cooperation of the entire command. Once that is accomplished, administration in the command will become efficient, painless. This is what builds morale. Morale helps win the fight.



### CHAPTER 3

## ORGANIZING A DIVISION HEADQUARTERS

	Paragraphs
SECTION I. First day .....	25-33
II. Second day .....	34-49

### SECTION I

#### FIRST DAY

**25.** As an officer of the Army of the United States, you find yourself detailed as adjutant general of a division. Perhaps your previous service has been as a line officer; perhaps many years ago you were a post or regimental adjutant; perhaps the emergency has brought you into active service from civilian life; perhaps you know nothing of Army administration. In any case, your position is one of grave responsibility. What is your new job? How will you approach it? What will be your point of view? Will you be merely a slave to "paper-work," a glorified clerk—or will you grasp the true significance of your new responsibilities, maintain a broad point of view, and be a trusted and valued staff officer?

**26.** The 20th Infantry Division (triangular) is to be activated on May 1, 1941, and *you* are ordered to duty as the division adjutant general. You report to the point of activation on April 30. If you are fortunate you will find a small cadre of trained men, noncommissioned officers and privates, who are to form the nucleus of your division headquarters.

**27.** The commanding general and chief of staff are already there. No other members of the staff have reported; but all are scheduled to arrive within 3 days. Tomorrow the training cadres will begin to arrive for assignment to regiments.

**28.** You find, let us say, that your station is a former World War training camp which is now undergoing extensive rebuilding. There are thousands of carpenters and laborers; there is an atmosphere of confusion and bustle. Post headquarters is located in an old dwelling, and looks like a madhouse. Finally you find the post adjutant, a harried individual, who is working 18 hours a day, with inadequate equipment in greatly restricted space, and with only half enough trained men or officers. He gives you a map, and with a pencil encircles a large area, which he says is assigned to your division. At the moment, the post commander is with the constructing quartermaster, trying to expedite the erection of buildings and utilities.

**29.** Finding the chief of staff, you go to the place indicated on your map as the site of division headquarters. The map shows three buildings, two-story, approximately 30 by 70 feet. But only

## ADMINISTRATION

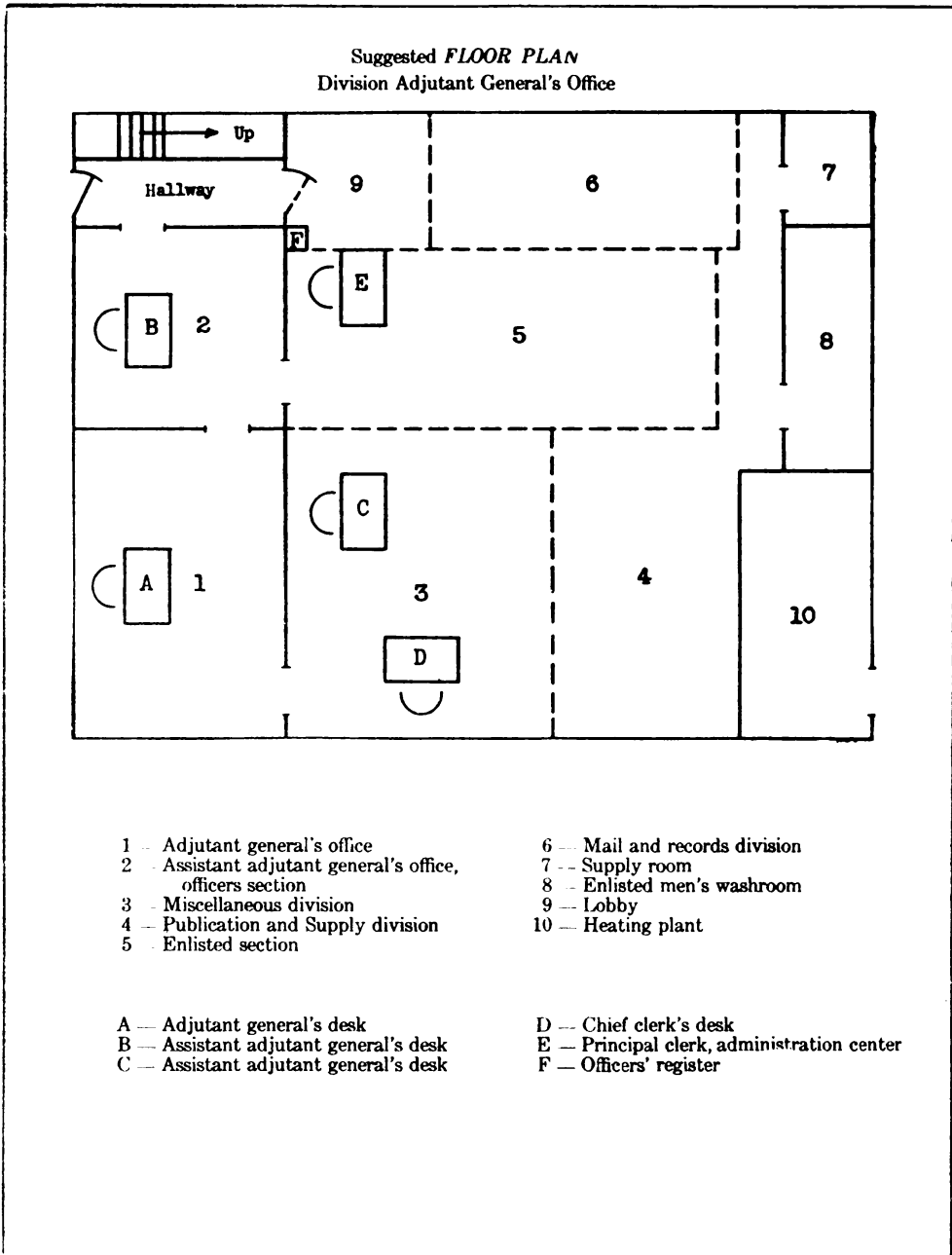


FIGURE 2.

one of these buildings is actually in existence. That one is completed except for the installation of the heating plant. You and the chief of staff make a tentative allotment of rooms (see fig. 2).

30. The chief of staff informs you that the post quartermaster will issue supplies and equipment up to the limit of articles available, pending the arrival of the division quartermaster and receipt by him of supplies and equipment. You decide to see this quartermaster and find out what he has. You must get things started. Tomorrow is the day when by War Department order, the division will be officially activated. It is now 10:00 a.m.

a. Arriving at the post quartermaster's office, you find that officer friendly and anxious to cooperate with you to the limit of his ability. But, he tells you he has very little office furniture and equipment on hand. Much is on requisition; but he has no idea when, or whether, the requisitions will be filled. There are a dozen carloads of stuff on the tracks for which he has not yet received shipping tickets or bills of lading. He thinks it is for the division, but he doesn't know what it is. He is hoping for the best. He asks you to give him a list of things you need immediately. He will see what can be done.

b. You sit down to make up your initial list of needed equipment and supplies. What should you ask for? You haven't a Table of Basic Allowances for a division headquarters; and even if you had, it wouldn't help much. You are going to draw this equipment on your personal memorandum receipt, and you should get everything you can. You will need it. You can conform to the Table of Basic Allowances later, perhaps.

c. You are figuring now only on equipment for your own section, for the commanding general, and the chief of staff. When the general staff section arrives, G-4 will consult with the quartermaster and see what he can get for the other sections of the division headquarters. Exclusive of the postal officer, you should have two assistant adjutants general, one warrant officer, one master sergeant, and 14 other enlisted men in your adjutant general's section (T/O 70-1, Oct. 1, 1940).

d. You probably will not receive half of what you ask for. In fact, you will be lucky to get one desk for the commanding general and one for the chief of staff. For the rest, you'll probably receive folding wooden tables and folding steel chairs. Maybe not even those. As for expendable supplies, get some of every item, if possible. Don't quarrel over quantities. For the balance, you will have to improvise. Have the post utilities officer make tables and benches for you, if you can. If you cannot, get the first carpenter you can find in any of the cadres coming in and put him to work making things for you. If you can find a few mess tables, they will come in handy.

WAR DEPARTMENT  
Q. M. C. Form No. 289  
Revised Apr. 4, 1931

### REQUISITION

To: Quartermaster, Fort Dix, N. J. No. of Sheets 1 Sheet No. 1

Requisition No. 1 Date May 1, 1941 Period Initial

SHIP TO Commanding General, 20th Infantry Division, Fort Dix, New Jersey.

---

REQUISITIONED BY (show Signature, Rank, Organization, Destination. If different from "SHIP TO" include address):

Commanding General, 20th Inf. Division, Fort  
Dix, New Jersey.

APPROVED BY: Command of Major  
General WINSLOW:

HENRY A. ADAMS,  
Lt. Col., A.G.D.  
Adjutant General.

STOCK No.	ARTICLES	UNIT	ON HAND AND DUE	CONSUMED	REQUIRED	APPROVED
	Chairs, office, swivel, w/arms	each	none	none	11	
	Chairs, swivel, steno, without ARMS	"	"	"	7	
	Desks, single, double pedestal	"	"	"	11	
	Desks, drop head, typewriter	"	"	"	7	
	Cases, book, sectional, w/base	"	"	"	4	
	Duplicator, Mimeograph, hand operated, Model 90	"	"	"	1	
	Duplicator, Mimeograph, elec- tric, w/motor, Model 92	"	"	"	1	
	Cabinets, filing letter, steel, 4 drawer, w/lock	"	"	"	6	
	Machine, adding and subtracting, electric, eight col., w/motor	"	"	"	1	
	Typewriters, elite, 11 inch	"	"	"	12	
	Typewriters, elite, 20 inch	"	"	"	1	
	LAST ITEM					

NOTE: This form should be made in quadruplicate.  
Original and two copies to unit supply officer,  
one copy retained for file.

U. S. GOVERNMENT PRINTING OFFICE 16-50885

FIGURE 3.

31. The quartermaster will no doubt give you a set of W.D., Q.M.C. Form No. 412 and W.D., Q.M.C. Form No. 400 on which to prepare your requisitions. Also he will let you have a truck in which to haul your equipment and supplies to division headquarters and probably a detail to load and unload it. By the time you get the equipment installed, you will find that the day is nearly over. (See figs. 3 and 4.)

32. Next, find the chief of staff, and discuss every detail of his and your own plans for the next few days. Make a priority list of those things which must be done first. You will find such a list helpful, but do not allow it to grow beyond reasonable proportions.

33. If, during the first day, arrangements are completed for the initial equipment and supplies with which to open your office and quarters for yourself and the staff are located, that is a good day's work. The conference with the chief of staff will probably take up your time until well into the night.

## SECTION II

### SECOND DAY

34. Early the second morning, get the equipment moved into your division headquarters building, even if the building is not finished. On the second morning also, your headquarters cadre probably will arrive. Assume that you get one master sergeant, 3 staff sergeants, 3 sergeants, and 8 privates first class. By interviewing each man, find out what his experience is and what his capabilities may be, and give each a tentative assignment. The master sergeant, if suitable, will be designated as acting chief clerk, otherwise, another competent soldier.

35. Now arises the question of how you are going to organize your office; how you are going to group the various functions.

a. Here is a plan which has worked successfully, and which follows in general the plan of organization of The Adjutant General's Office in the War Department as well as in the field.

(1) *Miscellaneous division*.—This section usually should be directly in charge of the senior assistant adjutant general, a major. This might also be called the executive or operating division, although all divisions of the adjutant general's office are operative in character. The miscellaneous division will handle:

Miscellaneous correspondence.

General orders.

Control of allotted funds (but no disbursements, since that is a function of the Finance Department).

Review of investigations, board and courts-martial proceedings.

Confidential and secret communications.



WAR DEPARTMENT  
Q. M. G. Form No. 415  
Revised May 14, 1911

Voucher No. \_\_\_\_\_  
STOCK RECORD ACCOUNT

**REQUISITION AND RECEIPT FOR STATIONERY AND OFFICE SUPPLIES**

**QUARTERLY ALLOWANCE**

Date: INITIAL 19 \_\_\_\_\_ Date: 13 Typewriter: \_\_\_\_\_ Note: \_\_\_\_\_ Stenographer: \_\_\_\_\_

To: Quartermaster, Fort Dix, New Jersey,

Requisitioned By: Commanding General, 20th Infantry Division.

Approved By: COMMAND OF MAJOR GENERAL WINSLOW;  
HENRY A. ADAMS,  
Lt. Col., A.G.D.  
Adjutant General.

STOCK NO.	ARTICLES	UNIT	REQUIRED	ISSUED	UNIT COST	TOTAL COST
	<b>Class 14</b>					
14-O-3550	Oil, typewriter, 1/4-ounce bottle	No.	24			
	<b>Class 51</b>					
53-B-2340	Bands, rubber, No. 18	Pound	2			
53-B-2344	Bands, rubber, No. 32	Pound	2			
53-B-5000	Binders, loose-leaf, lace (aboestring), 2-hole, cardboard cover, black, 9 1/4 x 6 inches	No.				
53-B-10756	Binders, loose-leaf, 3 rings, 1-inch rings, canvas bound, 9 1/4 x 6 inches	No.	12			
53-B-14100	Binders, loose-leaf, strap type, 2-hole, canvas bound, 9 1/4 x 6 inches	No.	12			
53-B-22500	Books, memorandum, pocket, 6 x 3 1/4 inches	No.	24			
53-B-22720	Books, note, stenographers', ruled both sides, stiff board cover, pen use, 4 x 8 inches	No.	144			
53-B-25700	Brushes, mucilage or paste, with metal cover 1/4 inch wide, 1/2-inch bristle, cover size, 2 inches	No.	12			
53-B-23020	Brushes, typewriter, machine-dusting, wood handle, minimum length 9 inches	No.	13			
53-B-26100	Brushes, typewriter, type-cleaning, minimum length 6 inches, 1/4-inch width, bristles 1/4 x 2 inches	No.	13			
53-C-3100	Cards, guide, plain, 3 x 6 inches	Set	144			
53-C-3116	Cards, guide, plain, 6 x 8 inches	Set	144			
53-C-6600	Cards, guide, field-desk, company, alphabetical, blue, 8 1/4 x 3 1/4 inches	Pkg.				
53-C-6640	Cards, guide, field-desk, company, daily, pink, 8 1/4 x 3 1/4 inches	Pkg.				
53-C-6680	Cards, guide, field-desk, company, miscellaneous, pink, 8 1/4 x 3 1/4 inches	Set				
53-C-6720	Cards, guide, field-desk, company, monthly, yellow, 8 1/4 x 3 1/4 inches	Set				
53-C-6760	Cards, blank, regimental, miscellaneous (10 gray pressboard cards), 8 1/4 x 11 1/4 inches	Set	50			
53-C	Cards, index, filing, ruled, 3 x 5 inches	No.	100			
53-C	Cards, index, filing, ruled, 3 x 5 inches	No.	10,000			

(1)

FIGURE 4.

STOCK NO.	ARTICLES	UNIT	REQUIRED	ISSUED	UNIT COST	TOTAL COST
<b>Class 53—Continued</b>						
53-C-12344	Clips, paper, wire, type A, No. 1	Box	144			
53-C	Crayons, chalk, school	Gross				
53-C	Crayons, chalk, school	Gross				
53-C-16812	Cups, pin or sponge, glass	No.	24			
53-E	Envelopes	No. 2	5M			
53-E	Envelopes	No. 10	5M			
53-E	Envelopes	No.				
53-E	Envelopes, Manila, large, 9 x 12	M.	5			
53-E	Envelopes, Manila, large, 14 x 17	M.	5			
53-E	Envelopes, Manila, 6 x 9	M.	5			
53-E-5648	Erasers, pencil, oblong, red	No.	144			
53-E-8908	Erasers, typewriter, circular, with brush	No.	144			
53-F-986	Fasteners, Acco., No. 22	No.	1M			
53-F	Fasteners, Acco., No. 12	No.	1M			
53-F	Fasteners	No.				
53-F-3296	Fillers, binder, 3-ring, sulphite paper, white, ruled, 9½ x 6 inches	No.				
53-F	Fillers	No.				
53-F-5150	Folders, file, manila, 9½ x 11½ inches	No.	10M			
53-F-5100	Folders, file, manila, 9½ x 14½ inches	No.	2M			
53-I-624	Indexes, binders, alphabetical, 3 rings, 9½ x 6 inches	Set				
53-I-1200	Indexes, tab, gummed-cloth, strip, 1½ x 5½ inches		5M			
53-I	Ink, writing, blue-black, 2 oz. bottles	Each	24			
53-I	Ink, writing, blue-black	Qt.	4			
53-I	Ink, Mimeograph	Pound	24			
53-L-668	Labels, paper, blank, gummed, 1½ x 1½ inches	No.	2M			
53-M-1600	Mucilage, gum, pure, 4-ounce bottle (with brush)	Bottle	24			
53-P	Pads, scratch, ruled, 8 x 10½	Each	144			
53-P	Pads, scratch, ruled, 6 x 9	Each	144			
53-P	Pads, scratch, white, unruled, 3 x 6	Each	288			
53-P	Paper, bond, letter, white, #20, 8 x 10½	Ream	50			
53-P	Paper, tissue, second sheet, white, 8 x 10½	Ream	200			
53-P	Paper, tissue, second sheet, green, 8 x 10½	Ream	100			
53-P	Paper, bond, legal, white, 8 x 14½	Ream	25			
53-P	Paper, tissue, second sheet, white, 8 x 14½	Ream	150			
53-P-26700	Paste, office, jar, semiliquid, with brush	Each	24			
53-P	Pencils, automatic, w/black lead	Each	144			
53-P	Pencils, lead, No. 2, black	Each	144			
53-P	Pencils, red, soft	Each	144			
53-P	Penholders	Each	36			
53-P	Penholders					
53-P	Penholders					
53-P	Pens, assorted	Box	12			
53-P	Pens					
53-P	Pens					
53-P-36300	Pins, office, common, in cones	No.	24			
53-R	Racks, rubber stamp	No.	4			
53-R	Racks, rubber stamp	No.				
53-R	Reinforcements, cyclot (white gummed cloth)	No.	1M			
53-R	Ribbons, typewriter, medium, blue-black	No.	144			
53-R	Ribbons, typewriter, medium, black and red	No.	72			
53-R	Ribbons, typewriter	No.				

(2)

2-4024

FIGURE 4 — Continued.

## ADMINISTRATION

STOCK NO.	ARTICLES	UNIT	REQUIRED	ISSUED	UNIT COST	TOTAL COST
Class 53—Continued						
53-R-3800	Rolls, duplicating-machine	No.				
53-R	Rulers, 12 inch	No.	10			
53-R	Rulers, 18 inch	No.	9			
53-S	Sponges	Dozen				
53-S	Stamps, dating	Set	2			
53-S	Stamps, dating	Set				
53-S	Staples, paper-fastening	Box	50			
53-S	Staples, paper-fastening	Box				
53-S	Staples, paper-fastening	Box				
53-T-650	Tacks, thumb, steel, stamped, 1/4-inch	Box	24			
53-T-600	Tacks, thumb, steel, stamped, 1/4-inch	Box	12			
53-T	Tags, shipping, linen, w/cord	M.	5			
53-T	Tags, shipping, paper, gummed, 3 x 5	M.	5			
53-T	Tags, shipping	M.				
53-T-1260	Tape, linen, gummed, white, 1/4-inch	Spool	50			
53-T-1300	Tape, linen-finish, pink, 1/4-inch	Spool	50			
53-T-1900	Trays, pen	No.	19			
53-V-300	Varnish, stencil, duplicating-machine	No.	4			
53-W-350	Wax, sealing, type A, 2-ounce sticks	Pound	2			
53-W	Weights, paper	Dozen	2			
53-W	Weights, paper	No.				
Class 54						
54-C	Cutters, pencil-sharpener		4			
54-C	Cutters, pencil-sharpener					
<div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p>NOTE: This form should be prepared in triplicate. All copies forwarded to the Quartermaster, who retains two and returns one for requisitioning officer's file.</p> </div>						
			TOTAL.....			

**FIGURE 4—Continued.**

Policy files.

Plans and training of administrative personnel, in your own headquarters and in lower echelons.

G-1 functions in the triangular division if so directed by the division commander. The square division retains G-1.

(2) *Personnel division*.—This is in charge of an assistant adjutant general, who is personnel officer, and is divided into two sections: enlisted section, and officers section. This division operates the Army personnel system within the division.

(a) *Officers section*.

Reports of change, rosters, returns.

Assignment, reassignment, transfer, relief, classification, reclassification, and discharge of officers.

Promotion boards.

Detail of officers to boards and courts martial.

Leaves of absence and detached service for officers.

Officers' 201 files.

Correspondence concerning officers.

Reports of entry on active duty, physical examinations, efficiency reports.

(b) *Enlisted section*.

Reports of change, rosters, returns.

Assignment, reassignment, transfer, discharge of enlisted men.

Classification and reclassification of enlisted men.

Enlisted 201 files.

Correspondence concerning enlisted men.

(3) *Mail and records division*.—In charge of a captain, assistant adjutant general (same officer as personnel division).

Receipt and dispatch of mail through the Army post office.

Receipt and dispatch of communications within the division.

Supervision of distribution center, except for actual physical transportation of mail and transmittal of communications within the division.

Recording of communications received and dispatched.

Keeping of decimal files.

Statistics.

Reports and returns, coordinating with personnel division on personnel reports and returns.

(4) *Publication and supply division*.—Under same officer who has charge of miscellaneous division.

Publishing of orders.

Operation of the adjutant general's typing and stenographic pool.

Typing and mimeographing of all letters, indorsements, memorandums, circulars, bulletins.

Distribution of all communications and publications coming

into the headquarters, or originating within the headquarters.

Procurement, storage, and issue of office equipment and supplies, including blank forms.

Preparation and publication of station lists.

(5) *Postal division*.—This division is described in FM 12-105 (The Army Postal Service). It is in charge of a lieutenant, postal officer.

b. This plan of organization and division of functions is not mandatory; but until some better plan is worked out by each division adjutant general for himself, this is a good plan with which to start. If you decide to use it, explain it to your enlisted men, and give each a tentative assignment. Until your commissioned assistants arrive, you should place one of your noncommissioned officers in charge of each division. Get your office arranged somewhat as shown in figure 2.

36. Now you are ready to go to work. This is the day on which, according to the War Department directive, your division is to be activated. How does one actually activate a division, or other unit? What is the first thing to do?

37. The first action is General Orders No. 1, to be issued by you, which will officially bring the division into existence, as a part of the Army. Here is a suggested form:

#### HEADQUARTERS 20TH INFANTRY DIVISION

Fort Dix, New Jersey,  
May 1, 1941.

#### GENERAL ORDERS

##### NO. 1

I—*Activation of 20th Infantry Division*.—In compliance with letter, The Adjutant General's Office, April 15, 1941, (AG 322.041), subject: "Organization of 20th Infantry Division," the 20th Infantry Division is activated this date at Fort Dix, N. J.

II—*Opening of Headquarters 20th Infantry Division*.—Headquarters, 20th Infantry Division, is opened at this station at 12:01 a.m. this date.

III—*Assumption of Command*.—Under the provisions of paragraph 4, AR 600-20, the undersigned hereby assumes command of the 20th Infantry Division.

(signed) Gregory Winslow,  
(typed) GREGORY WINSLOW,  
Major General, U. S. Army,  
Commanding.

#### Distribution:

- 1 The Adjutant General, Washington, D. C.
- 1 CG, First Army
- 1 CG, II Army Corps
- 1 CG, Second Corps Area
- 1 CG, Post
- 1 CG
- 1 C of S
- 1 Each staff officer
- 1 Each subordinate headquarters
- 10 File

NOTE.—Whenever an officer assumes command, he himself signs the order announcing such assumption



38. The assignment of general staff officers is also announced in general orders.

39. *a.* Next, send a radiogram to The Adjutant General, Washington, D.C.; the Commanding General, First Army; Commanding General, II Army Corps; and Commanding General, Second Corps Area, telling them your headquarters is opened. You cannot find any Army Regulations which say you must do this, but it is the common-sense, business-like procedure. If you have no regular Signal Corps radiogram forms, write your message on a plain piece of paper, one original and 2 copies, using this form:

*RADIOGRAM*  
FORT DIX, N.J.

May 1, 1941.

The Adjutant General, Washington, D.C.  
C.G., First Army, Governor's Island, N.Y.  
C.G., II Army Corps, Wilmington, Del.  
C.G., Second Corps Area, Governor's Island, N.Y.

HEADQUARTERS 20TH INFANTRY DIVISION OPENED MAY 1  
FORT DIX, N.J.

(signed) WINSLOW.

Official:

(signed)

Henry A. Adams, Lt. Col., A.G.D.  
Adjutant General

*b.* Send 2 copies of this radiogram to post headquarters with a request that it be dispatched.

40. Now the 20th Infantry Division is officially in being. The adjutant general has opened his office, and a skeleton organization has taken form.

41. By this time there will probably be a lot of mail—letters and circulars, publications of various kinds from the War Department, army, army corps, and corps area headquarters. Have it opened and sorted. There may be important communications concerning the initial organization of the division, such as allotment of funds, information about the arrival of training cadres, reports desired by army, army corps, and corps area. Somebody is sure to call for reports!

42. *a.* Several officers will probably arrive during the day. They will first sign the officers' register. This book should be ruled off, and the several columns headed about like this: (The left page should be headed "In," the opposite page, "Out.")

## ADMINISTRATION

## IN

<i>Name (Print)</i>	<i>Serial No.</i>	<i>Grade, arm, or service</i>	<i>Date and time of arrival</i>	<i>If initial arrival give authority</i>	<i>Com- ponent (RA, ORC, NGUS)</i>
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## OUT

<i>Name (Print)</i>	<i>Serial No.</i>	<i>Grade and organ- ization</i>	<i>Date and hour of depart- ure</i>	<i>Status (Lv., DS)</i>	<i>Author- ity</i>	<i>Address</i>	<i>Date and hour of return</i>
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b. The names of the commanding general, chief of staff, and adjutant general should appear in the register for initial arrival.

43. When an officer comes in, he should sign the register, then give you 2 copies of his orders. (If he has only one copy, you can make additional copies and certify them "True Copy.") One copy goes into the officer's 201 file. ("201 file" means the personnel file of the individual, officer or soldier.) Two copies of the order must be attached to the officer's mileage voucher, and 2 to his first pay voucher. While, normally, the disbursing officer makes out pay and mileage vouchers for field officers only, with a newly activated unit with many Reserve officers, it would be advisable to have pay and mileage vouchers made by the officers' section, unit personnel division.

44. In the case of Reserve officers there are additional reports. After signing the register and giving the adjutant general copies of his orders, the Reserve officer next executes an "initial active duty report." Now, have the officer sign a statement as to whether or not he has received the final type physical examination. Every Reserve officer ordered to extended active duty, who has not already had it, must take the final type physical examination immediately upon reporting for active duty or, in any case, within 30 days after reporting.

45. Point out on your map where the officers' temporary quarters will be (it is assumed that some arrangement had been made for temporary shelter for officers and men) and explain about messing arrangements. You can no doubt arrange for officers to eat at some officers' mess already in operation. Your enlisted men should be temporarily attached for rations to an organization on the post if one is present. Whatever is done, the adjutant general will have to make necessary arrangements. The men must be sheltered and fed, if nothing else gets done; and the officers too should be provided for.

46. Before the officers leave the adjutant general's office, provided a considerable group has assembled, they should be taken to the chief of staff, should he want to talk to them. When the commanding general comes in, the adjutant general will go to him with all forms necessary for the general's signature. Do not overlook the desirability of getting the general's name in the register, and of getting copies of his orders.

47. By this time, the first official day will be well-launched. Many things must be done which cannot be anticipated in advance, or covered in any book; but common sense, good judgment, and hard work will carry you through. Here are things which must be done on the first official day:

*a. Special orders.*—(1) Start the special orders series. Special orders are numbered serially beginning with No. 1 for the first day of the calendar year with a number being assigned to each successive day on which any special order is issued. In case a unit is activated on other than the first day of the calendar year, then No. 1 will be as of the first day of activation. Each order will contain as many paragraphs as may be needed, also numbered serially beginning with 1 (see AR 310-50). Later in this text special orders will be discussed in detail; meanwhile, here is an example of what your Special Orders No. 1 should look like:

#### HEADQUARTERS 20TH INFANTRY DIVISION

Fort Dix, N. J.,  
May 1, 1941.

#### SPECIAL ORDERS

##### NO. 1.

1. Lieutenant Colonel HENRY A. ADAMS (O-00000), Adjutant General's Department, having reported for duty in compliance with paragraph 12, Special Orders No. 99, War Department, April 15, 1941, is assigned as adjutant general.

\* \* \* \* \*

By command of Major General WINSLOW:

PHILIP G. SMITH,  
Colonel, General Staff Corps,  
Chief of Staff.

##### OFFICIAL:

HENRY A. ADAMS,  
Lieutenant Colonel, Adjutant General's Department,  
Adjutant General.

(2) The special order for May 1, would not actually be published in consolidated form until May 2. This will be covered in the discussion on special orders. In the example given in (1) above, subsequent paragraphs would assign such other officers as have reported during the day.

*b. Bulletins.*—The divisional daily bulletin series should also be started on May 1, with the first bulletin numbered No. 1. The daily bulletin is a sort of division daily news sheet, without blaring headlines and pictures. It is usually divided into two parts: the

official, which contains directives, information of an official nature; and the unofficial containing useful information which is not necessarily official, such as moving picture programs, announcement of athletic events, and so on. The first bulletin should announce, in the official part, the establishment of division headquarters and should refer to General Orders No. 1. It should also contain the initial divisional telephone directory; for example: "Telephones installed and ready for use—Commanding general, Post No. 201, Chief of Staff, 205, Adjutant General, 207, etc." It should announce the arrival of officers, giving name, grade, organization, or duty to which assigned, and quarters. Bulletins should be authenticated in the same manner as special orders.

48. So much for the first official day. On the morning of the second day, several things should be accomplished: initiate the headquarters morning report, prepare and mail Initial Roster (W.D., A.G.O. Form No. 309) and send a Report of Change (W.D., A.G.O. Form No 303) with copy of initial roster attached, to the machine records unit at corps area or other headquarters where such unit may be located in your division. After that, the work will begin to fall into pattern and routine, but never into monotony. To recapitulate:

*a. First day.*

(1) General Orders No. 1, establishing division headquarters and assuming command. To be signed by the division commander.

(2) Have all officers, as they arrive, sign the register.

(3) Arrange for temporary quarters and messing facilities for officers and enlisted men.

(4) Set up a skeleton office organization.

(5) Assign cadre temporarily.

(6) Draw and place office equipment.

*b. Second day.*

(1) Open headquarters morning report (remember that the morning report day for your first entry will be from midnight, April 30, to midnight, May 1).

(2) Prepare and mail initial roster, and Report of Change Card (W.D., A.G.O. Form No. 303) to machine records unit which serves your post. The post adjutant will tell you where the unit is located—probably at corps area headquarters.

(3) Publish—that is mimeograph and distribute—the special orders for the previous day.

49. Request the chief of staff and the commanding general to set a definite hour for a daily conference if they so desire. A good hour is 11:00 a.m. By that time you should have the first morning mail and whatever came in on the previous afternoon. Those matters which should be taken up with the chief of staff and the commanding general may then be taken to them.

## CHAPTER 4

## MISCELLANEOUS DIVISION

**50.** This is the first of the 5 major divisions into which it is suggested that the adjutant general's office be divided. This is assigned to the senior assistant adjutant general. The adjutant general should not allot to himself any purely routine tasks nor tie himself down to a desk. He is the administrative executive. He cannot be an executive and a glorified clerk or animated fountain pen at the same time. For the first few weeks you as adjutant general, will probably wish to sign or authenticate all letters, orders, and so forth; but you can do so and still not be tied down to your desk.

**51.** The senior assistant, being directly in charge of the miscellaneous division, is in a position to watch all the activities of the office, to take action for the adjutant general during the latter's temporary absence from the office. Talk freely and at length with him, until he thinks as you do, and takes the action you would take. If he is loyal and eager to do his job well, he will study your thought processes and your methods, and adapt himself to them. If he is not loyal and eager to do his job—get another assistant!

**52.** Before going into a detailed discussion of the several tasks of the miscellaneous division, consider for a moment the normal work flow. Assume that your office has its normal staff, and adequate equipment, although this will not be true during the early days.

*a.* Consider some typical communications:

(1) (a) A letter from The Adjutant General. The subject is report of Controlled Items of Equipment, and the letter contains an inclosure listing such equipment. It calls for a report, to be rendered semi-monthly on the 15th and last day of the month. The report should contain a list of controlled equipment on hand, by class, item, and quantity; that is, the things required, by class, item, and quantity.

(b) The letter is opened at the receiving desk in the records and mail division. The receiving clerk first stamps it with the date and hour of receipt; he then enters it on his receiving record sheet (see fig. 5), and passes it to the next clerk, who withdraws from the incoming letter, the tissue file copy, enters it on his file index sheet (see fig. 6). He then passes the letter to the distribution clerk, who reads it, decides that it should go to the miscellaneous division, and drops it in the box marked "Miscellaneous." It is picked up by the office messenger and taken to the desk of the chief clerk, miscellaneous division, who reads the letter, sees that it calls for a periodic report, and makes a 3 by 5 "tickler" card.



That card goes into the tickler file under the date of the 10th and 25th of each month. When those dates come around, the card will automatically show up, and will be withdrawn and held on the desk for action, until the report is actually put in the mail. The date on which it is mailed is entered on the card, which is then re-inserted in the file for the next date when it will be needed.

(b) The chief clerk then passes the letter on to the assistant adjutant general. Obviously, the subject matter of the report concerns G-4. The assistant adjutant general looks at the letter,

RECEIVING RECORD SHEET		HEADQUARTERS, 20th INFANTRY DIVISION		Date _____ Sheet ____ of ____ Sheets	
Document Number	From	To	Subject	File No.	Time

NOTE: This is a suggested form for use in recording all incoming documents. It should be made to fill the requirements of each individual headquarters.

FIGURE 5.

picks up an interoffice reference sheet (see fig. 7) (a "buck slip" in common parlance), and writes on it "For necessary action." On the line which reads "Suspense date" he enters "5/10," then initials the suspense date and drops it in his out basket. It goes back to the distribution desk, where the clerk makes an entry on his "interoffice suspense record" (see fig. 8), which shows the date, file number, subject of the communication, staff section to which it is going, suspense date. The interoffice messenger then takes it to G-4.

(2) (a) This next letter is a little more complicated. It is from The Adjutant General and directs that 15 officers of company grade be selected and ordered to Fort Benning for a special 12-week training course in communication, after which they will be returned to their proper stations. Distribution routes it to miscellaneous. On the way, the chief clerk makes a tickler card, and records the letter on a special "School File" card. The assistant adjutant general passes this letter to the adjutant general, since the adjutant general has announced that he himself wants to handle all details of officers to service schools. The classification officer will be called upon to furnish the names of twice as many officers from each regiment and separate unit as may be needed to attend the school. Say that 5 officers from each infantry regiment are to be detailed: the classification officer will be furnished

HEADQUARTERS, 20th INFANTRY DIVISION

FILE INDEX SHEET

[illegible]

**FIGURE 6.**

## INTEROFFICE REFERENCE SHEET - HQ., 20th INFANTRY DIVISION

From Office of: A.G. File No. 400,303

Subject: Report on Controlled Items Suspend date: 5/10

No.	Date	To	
1	5/5/41	G-4	For necessary action.  H.A.A. A.G.
2	5/10/41	C.G.	Report attached.  A.B.E. G-4

INSTRUCTIONS FOR USE

- a. This sheet will remain attached to all papers bearing on this subject.
- b. Additional sheets of this form only, will be added as required; blank additional sheets will not be used.
- c. Each separate transmission will be consecutively numbered, in space provided, to completion of action.
- d. Full width of sheet will be employed with separating line drawn full width below each memo.
- e. Official designation of officer authenticating memo will be shown in each case, e.g., G-1, A.G., etc.

FIGURE 7.

from each infantry regiment 10 names of officers of suitable grade. The adjutant general will dictate a letter to go to the infantry regimental commanders, with a copy to G-3, who is vitally interested in training. A copy should also be sent to G-1 (in a square division), inasmuch as G-1 is concerned with personnel. The letter calls upon each of the regimental commanders to select 5 officers from the names submitted. When the names are submitted, the adjutant general will "buck" the list to G-3 for concurrence. If G-3 concurs, the adjutant general will then issue the order.

INTEROFFICE SUSPENSE RECORD							
HEADQUARTERS, 20th INFANTRY DIVISION							
Document Number	Description	Staff Section	For	Date Sent	Date to be Returned	Date Returned	Remarks
90	1st Ind. Hq. 2 C.A. A.G.	G-4	Recommended action	5/5/41	5/10/41	5/10/41	Action Completed
105	Officers recommended for Inf. School	G-3	Concurrence or not	5/7/41	5/8/41	5/8/41	Approved
<div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 60%;">           NOTE: This is a suggested form to be used by the distribution clerk in keeping a record of all documents circulating through the Headquarters.         </div>							

FIGURE 8.

Since the letter from The Adjutant General calls for a report by name, grade, and organization of the officers detailed to the school, it has gone into suspense, in order that the report may be rendered when the officers are selected. The chief clerk takes care of that. It may be that the commanding general will desire that matters of this kind, which have to do with important assignments of officers, be brought to his own or the chief of staff's personal attention. If this is required, then of course it will be done, and a clearance will be received from the chief of staff or the commanding general before any orders are actually issued.

(b) How does this letter get down to the regimental commanders? The regimental personnel officer will take it down to the regimental headquarters with him and hand it to the regimental adjutant, who will take it up with the colonel and probably also with S-3, who is regimental plans and training officer. This letter goes to the personnel division, through which all matters of personnel management are funneled. The regimental personnel officer cannot himself take action on the letter without reference to his commanding officer. Hence it is taken to regimental headquarters for action.

(c) On the other hand, when G-4 has drafted a directive to go down to regiments about the controlled equipment report, the directive would be written in the office of G-4, would come to the

adjutant general for signature, and would go through the message center to regimental headquarters, where the regimental adjutant would handle it with the regimental supply officer.

(3) This is a directive from the army commander concerning certain information and procedures to be followed with reference to dependency discharges of enlisted men. In the first paragraph, reference is made to 2 previous letters. Distribution desk calls on the file clerk for the letters referred to. The file clerk extracts the file copies of the 2 letters and sends the communication, with the file copies attached, to the chief clerk. It then goes to the major, assistant adjutant general, who prepares a numbered memorandum to the command, embodying the directives contained in the corps letter. This memorandum of the assistant adjutant general goes down to each regimental personnel unit, and to all members of the general and special staff.

b. The staff officer who initials or takes action on a paper will be responsible for all necessary staff coordination prior to the submission of the paper to the adjutant general for signature and dispatch. His initials should be typed or stamped on the file copy of the paper and he should also personally initial the file copy. The chief of section and a representative of any other interested section should also initial the file copy to express concurrence in the proposed action. This record will show that the necessary staff coordination has been accomplished. Papers will be typed in the staff section which is responsible for the action. They will be typed in final form prior to submission for signature whenever there seems to be no doubt that the proposed action will be approved.

c. As described here, this procedure may appear unnecessarily detailed and clumsy. But here is being considered an important headquarters, staffed by officers with limited experience and limited training in administrative and staff procedures, and with equally untrained and inexperienced enlisted personnel. As both officers and enlisted men become more expert, surer of themselves, as the adjutant general and his assistants gain to a greater degree the confidence of the commander, and of members of the general staff group; when the "shake down cruise" is over, so to speak, this procedure can be considerably shortened and simplified. As the clerks become more expert, they can determine which communications should be recorded and which may be sent on for routine action without recording; the chief clerk will be able to initiate action on many matters, without reference to an adjutant general until the action has been accomplished. The whole process of handling administrative documents, can be, and certainly should be, shortened and simplified, as both officers and men become expert. But in the beginning, while everyone is learning his job, the slow, careful, meticulous procedure is recommended.



d. In these typical examples there will be many variations of detail; but the principle is sound, and should be followed. The principle, in brief, is as follows: There should be a record of everything that comes in and goes out; next, determination of the division to which the subject matter pertains; routing to that division; then action by the appropriate division.

e. Not all communications go through the chief clerk. The physical volume of communications coming to and leaving a division headquarters precludes the practicability of all communications being inspected and handled by one man. The success of the system outlined above depends in a large measure upon the ability, good sense, and alertness of the distribution clerk. He should be the best man you can get for the job, and he should be thoroughly trained. He will make some mistakes, will send some papers to the wrong division; but no serious harm will result. Your chief clerk will be free to do the necessary work of supervision and direction. In this type of organization you decentralize both function and authority, as well as responsibility. The adjutant general is responsible to the commanding general for everything that is done in his department, and he will in like manner hold his subordinates responsible.

**53. Orders are of two general classes, routine and combat.**

*Routine orders* include general orders, court-martial orders, special orders, bulletins, circulars, and memorandums (AR 310-50).

*Combat orders* are those pertaining to operations in the field.

a. *General orders* are those which affect the entire command, announce standing orders, policies, and so forth. For example, the commanding general may want to establish a policy concerning interior and area guards. It should be announced to the command in the form of a general order. The assumption of command of a regiment, brigade, division, or higher unit is announced in general orders, over the signature of the officer assuming command. Except in assumption of command orders, general orders are authenticated in the same way as special orders.

b. *Special orders* are those concerning individuals, or small groups of individuals, and direct them to do certain things that other members of the command are not required to do. For example, an officer, noncommissioned officer, or private is placed on special duty by special orders. Orders for detached service, travel, leaves of absence, and appointments of boards and courts are special orders. Any paragraph of a special order may be published separately as an extract. (See app. I.) The entire order should also be published in consolidated form, containing all paragraphs, on the day following the date of the order. That is, the order dated July 15 should be issued on the morning of the 16th in consolidated form.

c. General orders usually cover only one subject, although they may include a number of subjects, each subject being assigned a section, such as guard, wearing of the uniform, police regulations and so on. Paragraphs are numbered serially in each section, beginning with number 1.

d. It is axiomatic that military orders of all kinds should be clear, concise, and subject only to that interpretation desired by the commander. Also, they should be definite, affirmative, and positive. Avoid as you would the plague such expressions as "if practicable," "it is requested that," "as soon as possible." When writing a letter to a higher headquarters the use of the expression "it is requested" is perfectly proper.

e. Remember Kipling's little verse:

I keep six honest serving men  
(They taught me all I knew);  
Their names are What and Why and When  
And How and Where and Who.

f. What and Why and When, How and Where and Who are six essential elements of a special order. Not always in that sequence, of course; but they must all be there, if your order is complete and well-rounded. Take the order sending all officers to Fort Benning, as an example. Here is the way you would write it:

#### HEADQUARTERS 20TH INFANTRY DIVISION

Fort Dix, N. J.,  
May 5, 1941.

#### SPECIAL ORDERS

NO. 5

1. In compliance with letter, War Department, The Adjutant General's Office, dated May 1, 1941, subject: Communication Course, the Infantry School (file No. ----) (there is the Why) the following-named officers (Who) will proceed from this station (What) to Fort Benning, Georgia, (Where) to arrive thereat not earlier than May 20 and not later than May 22 (When) reporting on arrival to the Commandant, the Infantry School, for the purpose of pursuing the Special 12-week Communication Course for company officers (some more Why), and upon completion of such temporary duty, will return to their proper station (What, again).

Here list the officers by grade, name, serial number, and organization. (This is Who.)

The travel directed is necessary in the military service and is chargeable to FD ----- (Here's How.)

By command of Major General WINSLOW:

PHILIP G. SMITH,  
Colonel, General Staff Corps,  
Chief of Staff.

OFFICIAL:

/s/ Henry A. Adams

Henry A. Adams,  
Lieutenant Colonel, Adjutant General's Department,  
Adjutant General.

(2) Notice the last lines of this special order: "The travel directed is necessary in the military service, and is chargeable to

FD-----." It is a statutory requirement that every travel order issued in the military service state definitely that the travel directed is necessary in the military service; otherwise the person performing the travel cannot be reimbursed from public funds, either on a mileage basis or in any other manner. In order that the Finance Department may know how to enter the charge, the procurement numbers must be shown. A directive from higher authority directing travel, or directing that orders be issued involving travel, usually includes the procurement authority. Sometimes, however, the division adjutant general will have to determine what procurement authority to obligate. In any case, he should understand the meaning and use of procurement authorities. For details of what the several numbers mean, and how they are obtained, see AR 35-840 and current War Department circulars.

(3) Consider the authentication of the order. You will notice that immediately under the line: "By command of Major General WINSLOW," the name, grade, arm or service, and title of the chief of staff is typed. The chief of staff does not actually sign the order, however. In the left corner, under the word "Official," the adjutant general signs (the original only) over his typed name, grade, arm or service, and the title of his office. Orders may be authenticated by any assistant adjutant general, or an acting assistant adjutant general. See AR 310-50; read it; study it carefully.

(4) Each paragraph of a special order should contain, in the first line, a citation of the authority under which that paragraph or order is issued. For example: "Under the provisions of paragraph 6a(1), AR 605-115, leave of absence for a period of ten (10) days, effective on or about July 25, 1941 . . . ."

*g.* Another thing to bear in mind about orders. Army Regulations (AR 310-50) require that 5 copies of all orders be furnished The Adjutant General, Washington, D.C. This should be done as promptly as possible after the date of the order.

*h.* Copies of each day's orders should be sent to headquarters of the army corps and the army, of which your division is a part, unless contrary instructions are issued by these headquarters.

*i.* In addition to general and special orders, "letter orders" may also be issued, directing an individual to do a certain thing. The letter order is just what the name implies. It is addressed to the individual concerned through his commanding officer. If the letter directs travel, it must state definitely, as is stated in a special order, that the travel directed is necessary in the military service, and must quote the procurement authority. It is signed by the adjutant general just as is any other official letter; i.e., "By command, etc."

54. Officers perform official travel on a mileage status, or they are reimbursed for the expense of travel by payment of actual ex-

penses and a per diem allowance. The conditions under which the different types of travel allowances apply are covered in the 35-series of Army Regulations (AR 35-4800 series will cover almost every case).

55. *a.* Enlisted men usually receive transportation in kind. When traveling by common carrier, a Government transportation request is issued, exchangeable for a ticket; or a mileage allowance is granted, if travel is permitted by privately owned conveyance. But, the enlisted man's contract with the Government provides that the Government is to furnish his subsistence and quarters; hence an enlisted man traveling under orders is entitled to subsistence and quarters. The law recognizes the fact that the usual value of the garrison ration is not sufficient to cover the cost of a soldier's meals while traveling alone, or with a small group of soldiers. The monetary allowance in lieu of rations (which, when furnished in the soldier's company mess, are "rations in kind"), as prescribed in Table II, paragraph 2*a*, AR 35-4520.

*b.* Before the soldier can receive money thus allowed, however, the order directing his travel must state definitely that it is impracticable for the Government to furnish cooking facilities for rations in kind during the journey. For the correct way in which to phrase such a statement, see the sample order No. 1 in appendix I. The allowance of money in lieu of rations, and of money for quarters, while in a travel or temporary duty status, is referred to as commutation of rations and quarters. When one or more men are making the same journey at the same time, they may be issued party meal tickets. (See AR 30-2215.)

56. Two services are concerned with the travel of enlisted men, and sometimes with officers. They are the Quartermaster Corps and the Finance Department. If a soldier is to travel by rail, or other common carrier, the order should direct that "the Quartermaster Corps will furnish the necessary transportation." That is the quartermaster's authority for issuing a Government transportation request, and is also the Finance Department's authority to pay the railroad for the ticket issued on such request. The copy of the order containing the phrase is a proper voucher to both the quartermaster's and disbursing officer's accounts.

57. It is frequently necessary and desirable to make "extract" copies of certain paragraphs of special orders. In this case, the word "EXTRACT" should be written in the top center of the page, just above the text. (See No. 3, app. I.) The order number and the paragraph number are given, as shown in the sample order. If you are going to make only 3 or 6 extract copies, you would normally make them on tissue second sheets. So that the order, or extract, may be used by the quartermaster or disbursing officer as a proper voucher, it should bear the official seal of the division. This is usually a circular metal seal, with the words, in raised letters, in

the outer circle ring: "Headquarters-----Division, United States Army." In the middle of the seal, the raised letters "Official." There should also be a rubber stamp, bearing exactly the same wording, to place on mimeographed copies and typed copies of orders, to make them official. The seal should be kept by the adjutant general, or assistant adjutant general, and should be used only by a commissioned officer. So also with the rubber official stamp. These seals and stamps may be obtained from the quartermaster on requisition.

**58. a.** Other forms of directives include memorandums, bulletins, circulars, and letters. Memorandums, bulletins, and circulars are numbered serially, just as are orders.

**b.** *Memorandums* usually are used to transmit directives of a general and somewhat permanent nature within the division; also, to republish, with additional specific directives, information, policies, and directives received from higher authority.

**59.** The adjutant general himself should see all general and special orders, memorandums, bulletins, and circulars, and preferably should sign them. They are, of course, prepared for mimeographing, and the signature is made on the stencil with a stylus. Hundreds of informal memorandums are used freely in every well-regulated headquarters, addressed to certain commands, and to certain officers by name or title, written on informal carrier sheets, or on scratch pads in pencil.

**60.** The use of formal letters and indorsements, as well as the issuance of formal directives, should be kept to the minimum necessary for good administrative and adequate record purposes. Staff officers should avail themselves of the more informal methods of transmission of information and other matter. The telephone should be used whenever possible. If considered desirable, a penciled memorandum of the substance of a telephone conversation may be made and filed.

**61.** Anything in the nature of a directive which involves the expenditure of public funds, or other than routine employment and use of public property, should be initially transmitted by formal written communication; or, if the urgency is great, verbal directive may be given, and later confirmed in writing. This is the reason for use of confirmatory orders, such as are shown in appendix I.

**62. Control of allotted funds.**—Funds in limited amounts, and for certain definite, specified purposes, are usually allotted to the division, to be expended on requisitions approved by the division commander, or his authorized representative. An example is a fund allotted for the purchase of athletic equipment or welfare supplies and equipment. The notice of allotment is received by the division on War Department Form No. 23 (War Department Procurement Authority). This notice states the amount allotted, the

purposes for which it may be used, and the procurement authority and number for each purpose.

a. Assume that your division is allotted \$5,000 for the purchase of athletic equipment. Just how is this equipment to be bought, who is going to buy it, and who is going to pay the bills? First, the division commander, through the adjutant general, will exercise control over the expenditure. Here is a step by step account of the transactions by which this sheet of paper, representing five thousand dollars, is translated into actual equipment, in the hands of the troops.

(1) First, the adjutant general sends a copy of the allotment form to the disbursing officer and the quartermaster, and notifies the division athletic officer that the allotment has been received. He also directs the athletic officer to prepare requisitions and submit them to the adjutant general.

(2) The athletic officer selects the kind, type, quality, and quantity of equipment desired, and prepares a requisition on W.D., Q.M.C. Form No. 400. He also prepares a list in duplicate, showing unit prices, extensions, and totals, in order that the adjutant general may know how much money is involved. When the requisition form reaches the adjutant general, it is either approved, modified, or disapproved. If it is approved, the adjutant general enters on the back of the allotment form the data required by the printed headings and columns on the form, and then sends the form to the quartermaster. He may attach a note directing the quartermaster to furnish him an exact statement of cost, when the material has been purchased.

(3) Upon receipt of the approved requisition, if the total amount of the requisition is more than \$500, the quartermaster advertises for bids. If less than \$500, he secures informal quotations of price from 3 different dealers, and unless there are cogent reasons to the contrary, he purchases from the lowest bidder.

(4) Having received his bids, the quartermaster issues a purchase order in 4 copies. The original and duplicate go to the disbursing officer, a signed copy goes to the dealer, and one copy goes to file. The dealer, in turn delivers the goods to the quartermaster. The quartermaster then issues the athletic equipment to the supply officers of the several units, on requisitions approved by the division adjutant general, for the division commander.

(5) The dealer renders his bill for the equipment to the disbursing officer designated in the purchase order. The quartermaster executes a receiving report to the disbursing officer, which is a form to let the Finance Department know that the bill is just, the goods received and the payment has not been made. Upon receipt of the proper voucher, accompanied by the bill and copy of the purchase order, the Finance Department makes payment, charging such payment to the proper procurement authority, as set forth in the allotment form.

b. The division athletic officer is not authorized to make purchases from public funds himself. Purchases from public funds may be made only by a duly appointed purchasing and contracting officer (such as the quartermaster), or in certain cases, by an officer detailed as acting quartermaster. The actual payment is made by a disbursing officer. The responsibility of commanding officers for obligations against allotted funds is prescribed in AR 210-10.

**63. Review of investigations, boards, and court-martial proceedings.**—*a.* Almost anything which occurs, or fails to occur, in the military service may become the subject of a more or less formal investigation. Unless commanding officers of all echelons maintain a vigilant watch, formal investigations, with their accompaniment of exhibits, are likely to become such an avalanche of paper-work that the administrative machinery will be hopelessly clogged. When to call for a formal investigation, when to appoint a board of officers to make such investigation, when to handle a matter by informal conference and report, are matters to be determined in almost every case by the adjutant general. Such determination will depend upon the adjutant general's good judgment and common sense. No hard and fast rule, applicable to every situation, can be laid down. However, there are certain situations which, under existing regulations, must be made the subject of a formal investigation; among them, accidents involving a Government vehicle and a privately owned vehicle, in which either or both vehicles are damaged, and from which may spring a claim against the Government. Another is that involving a physical injury or liability suffered by a member of the military service.

*b.* A good general criterion is to ask these questions: (1) Is this a matter which does now, or may in the future, materially affect the rights of the individual concerned? (2) Does it affect the rights of the Government? (3) Is the record in this case now so complete that it may at any time in the future furnish all essential information to higher authority regarding this transaction or occurrence? (4) Will this record, as it now is, and without the addition of a record of a formal investigation, be competent evidence before a civil or military tribunal?

*c.* (1) If the answer to the first 2 questions is in the affirmative—better have an investigation.

(2) If questions 3 and 4 are answered in the affirmative, no formal investigation need be ordered, unless it is one of those cases in which the regulations specifically call for a formal investigation.

(3) If the answer to questions 1 and 2 are negative—no investigation is needed, *per se*. But if questions 3 and 4 are answered in the negative, order an investigation by a board of officers.

*d.* Investigations may be made by one officer, detailed verbally

or in writing as investigating officer for that particular case; or by one officer detailed as a board of officers; or by two or more officers, detailed as a board of officers. An officer ordering an investigation is the officer to whom the report of investigation is made, and he is also the reviewing authority. An investigating officer, formally appointed in orders, has authority to take testimony under oath, and to execute the jurats of witnesses making depositions or written statements under oath. The recorder of a board of officers may also administer oaths, and execute jurats. So also may a summary court officer.

*e.* AR 420-5 prescribes in detail the method of conducting investigations and rendering reports of investigations. This regulation should be carefully studied by every adjutant general, and by every officer who is called upon to conduct an investigation or to serve on a board of officers. This regulation covers boards in general. In addition, the various series of Army Regulations prescribe details of investigations on given subjects. For example AR 615-360 covers boards convened to discharge enlisted men; while AR 35-7040 covers boards investigating claims for damages against the United States.

*f.* Before ordering an investigation, either by a single investigating officer or by a board of officers, the adjutant general should make a careful study of Army Regulations pertaining to the subject under consideration.

*g.* Practically all reports of investigation and proceedings of boards of officers, go to higher authority for final action. But before they are forwarded, they must be approved or disapproved by the appointing authority. When a division commander convenes a board, or orders an investigation, he is the officer who must approve or disapprove, before forwarding to higher authority. Almost always the adjutant general takes the necessary action in the name of, and for, his commanding general. However, this is a matter of policy which should be clearly set forth by the general himself. Some commanding officers want to pass on every investigation and board proceedings themselves. If the report brings up some legal question, it should be referred to the staff judge advocate for an opinion, before action is taken. If the adjutant general does not concur with the staff judge advocate's opinion, he should then lay the whole matter before the chief of staff or the commanding general for a decision. If the general does not concur with the staff judge advocate, the opinion of the staff judge advocate, together with the general's decision, in writing, should accompany the paper when they are forwarded to higher authority.

*h.* The adjutant general's review should be both administrative and judicial in character. First, examine the report carefully, with Army Regulations as a check list, to be sure that the form is right, that everything required has been done. Better still, make



a check list for administrative review of boards (see app. IV). If the form is right, if everything is properly included and in the proper sequence, then check to see that there are enough copies. There must be a copy of each exhibit for each copy of the proceedings. If there are five copies of the board proceedings, there should be five copies of each exhibit; and all copies of both proceedings and exhibits must be signed, just as are the originals.

i. The review should be approached with an open mind. Does the report set forth clearly the matter to be investigated? Are the facts clearly and accurately set forth? Are the facts as set forth supported by the evidence? Are the conclusions of the board consistent with the facts and the evidence? Do the recommendations represent a fair, just and equitable judgment, based on the evidence? Is any material fact disregarded in arriving at the recommendations? Would you, as a member of that board, have arrived at substantially the same judgment, after having examined the facts and the evidence?

j. Remember that the commanding general, or the adjutant general acting for and in the name of the commander, may disapprove any or all of the recommendations, or may modify his approval to include a lesser award than that recommended—but not a greater. Or he may approve all of the findings, or conclusions, and disapprove all of the recommendations. He is the first court of appeals, but his action is not final, except in certain cases.

k. The action of the reviewing authority should be placed on the last page of the board proceedings, and not in the form of an indorsement. Either approval or disapproval, in whole or in part, must be indicated. Never just “forwarded.”

l. The senior assistant adjutant general should actually make this review, and having assured himself that everything is in order, he should present the proceedings to the adjutant general with his recommendation and reason as to approval or disapproval.

m. The review of courts-martial proceedings is entirely administrative. The staff judge advocate makes the judicial review, and recommends approval or disapproval to the commanding general. In the case of courts-martial proceedings where the court is appointed by a subordinate commander, the review is for technical correctness only. Where errors are found, if they do not materially affect the rights of the accused, the proceedings are sent back to the reviewing authority for correction of the record. Where the rights of the accused are abridged by the error, the case is returned for a *rehearing*.

n. In case of doubt, take the matter to the chief of staff or the general for decision. Never presume on your position, or make a decision which may bring criticism or censure to your commander.

**64. Secret and confidential communications.**—Secret, confidential, and restricted documents of all kinds are defined, and regulations governing their use, classification, preparation, handling, and custody are thoroughly covered in AR 380-5. Here are a few things to bear in mind, until you can get time to study AR 380-5: Keep all such documents locked in the best safe you can get, in your own office; and be sure that the office is locked every night, and the key entrusted only to a reliable noncommissioned officer—the office key, not the key to the safe. Keep that yourself, and keep it on your person at all times. Have all envelopes marked “Secret” or “Confidential” brought direct to you, not opened at the mail desk. If the quantity of such documents gets so great that they cannot be kept in one safe, procure a sufficient number of safes. Make a list of the number of copies of each such document, and when you turn over a copy to anyone, get a receipt for it.

**65. Precedent or policy file.**—*a.* A precedent or policy file, painstakingly built up and carefully maintained, will prove to be the most valued and treasured of all the working tools of any adjutant general. Once a policy on any given matter is clearly established, the adjutant general is free to go ahead and carry out the action necessary to put that policy into effect in any given case. Without a clearly defined policy, especially in important matters, not only the adjutant general, but the whole command will constantly be uncertain, confused, and consequently handicapped in taking clearly defined action, in issuing such directives as will engender confidence in those to whom such directives apply. Where no policy has been enunciated, the adjutant general should initiate steps to secure an enunciation of policy. In the absence of the commander and chief of staff, the adjutant general must take action, if action is immediately imperative. Decisions must be made and action taken. The cardinal sin is to do nothing.

*b.* The War Department has established policies for the entire military establishment. Usually such policies are broad in their application, giving intermediate commanders as much liberty of action as possible within the scope of their commands. This is as it should be. Under War Department policy, the commanding general, GHQ, and the commanding general of each echelon, will establish policies on any number of things. Sometimes the communications and directives setting up such a policy do not clearly announce that they are policies. There is where the adjutant general’s good judgment comes in. He must be able to recognize a policy when he sees it. However, most commanders clearly state that such and such is the policy regarding this or that.

*c.* The division commander will also have his policies. It

is the duty of the adjutant general to determine exactly what such policies are, and to make them known to all concerned through the proper medium. On matters of internal administration, the general may not desire that all policies be published to the command, in which case the adjutant general should reduce the words of the general to a written memorandum, and put it in the policy file.

*d.* Actually, the adjutant general should set up and maintain 5 divisions of the policy files—one for the War Department policies, one for the army, one for army corps, one for corps area, and one for the division. They should be carefully indexed, so that any given policy may at once be determined, without reading through a file of letters or circulars.

*e.* All policies should be thoroughly understood by every officer and noncommissioned officer in the adjutant general's office. Matters which should be governed by a fixed policy within the division are, among others, the granting of leaves of absence and furloughs, detached service for officers (especially with respect to medical officers who frequently ask for detached service to attend meetings of professional societies and groups); policy with reference to granting of commutation of quarters and rations for noncommissioned officers; policy concerning individual use of Government transportation; policy regarding official social calls, and other official or semi-official activities of officers. There are also training policies, disciplinary policies, and numerous others.

*f.* Not only are policies established by directives from higher authorities; they are also created by precedent. If no definite War Department or other policy has been enunciated on a given subject, and that subject comes up for action, then the action taken constitutes a precedent. If the same thing comes up again, the adjutant general knows what to do. But be careful in establishing a precedent. Take it up with the chief of staff, give him all the facts, tell him how you propose to handle the matter and why you would handle it in that way. If he agrees, go ahead; but maybe he will want to take it to the general. If so, and the general approves your proposed action you have established a precedent. Make a careful record of your conversation with the chief of staff, and with the general, if you talk to him about the matter. Put that memorandum, together with a copy of all correspondence touching the matter, into your precedent file. Then, the next time a similar situation arises, you know what to do.

*g.* Army Regulations, War Department circulars, and War Department letters constitute the backlog of policies governing the military establishment. Before any internal policy is established and enunciated, Army Regulations and War Department circulars should be exhaustively searched, to see whether or not there is a

governing policy to which the division policy must be subordinated. This also applies to policies of higher echelons.

**66. Plans and training of administrative personnel.**—*a.* One of the most important and necessary duties of any division adjutant general is the training of administrative personnel of the division, including personnel of all elements. Training of administrative personnel should be just as systematic, carefully planned and executed, as the training of combat troops. The need for thoroughly trained administrative personnel of all grades was brought into sharp focus with the beginning of the present expansion of the armored forces. The War Department has taken steps to remedy the existing deficiency in that respect, and to create a reserve of such trained personnel, through the establishment of the Adjutant General's School. This school is now a regular part of the Army's educational system.

*b.* Within the division, the responsibility for training administrative personnel, down to and including company clerks, rests with the adjutant general. He is the principal administrative officer of the command. As such he should take an active and energetic part in training other members of the administrative groups.

*c.* (1) A carefully prepared training program to include all administrative personnel, as well as selected officers and enlisted men for possible assignment to administrative duties, should be drawn up and presented to G-3 as soon as practicable after the division has been activated. When G-3 and the chief of staff, or the commanding general, have approved the program, then detailed schedules, to fit the immediate and particular needs of each echelon, both for officers and enlisted men, should be prepared. Three general schools will be needed: one for divisional administrative personnel, with a breakdown between officers and enlisted men; one for regimental administrative personnel, again with separate schools for officers and enlisted men; and a school for first sergeants, supply sergeants, company clerks, and student clerks.

(2) The program should also include a course in company administration for company officers. This school should be operated in all regiments, under the general supervision and control of the division adjutant general.

(3) Such training can be made interesting to both officers and men and will result in marked improvement in administrative procedures and practices in every echelon. The first task of the adjutant general in putting any administrative training program into effect, however, is to get the whole-hearted agreement and co-operation of the commander and of the staff sections charged specifically with training.

**67. Morale activities.**—A morale officer will be detailed by the commanding general as a member of the special staff, responsible directly to the commanding general. This will take direct super-

vision of morale activities out of the adjutant general's office, confining his morale activities largely to the issuance of orders and directives to put the morale plans into effect.

**68. G-1 duties in the triangular division.**—The duties of G-1 are closely allied to those of the adjutant general; hence, when the adjutant general is also the G-1, the dual function may be carried on without difficulty. Study FM 101-5 (Staff Officer's Field Manual), as it pertains to the duties of G-1, and the adjutant general.

**69.** The specific functions of the miscellaneous, or administrative and operations division, of the division adjutant general's office have now been discussed. While this division is directly under the senior assistant adjutant general, the adjutant general himself should be so closely in touch with its activities and functions that he could, at any moment, take over the details of its direction without breaking the continuity of the work. By the same token, the senior assistant adjutant general should be so thoroughly conversant with policies, that he could take over the adjutant general's duties at a moment's notice, and carry on without interruption.

## CHAPTER 5

### PERSONNEL DIVISION

70. When a person enters the military service of the United States in any category, a contractual relationship is set up between the individual and the Government, under which each assumes definite responsibilities toward the other.

71. The Congress, by its several statutes, has defined and limited the extent of the rights and obligations of both the individual and the Government, under this contract, in order to carry out the provisions of the laws, to assure to the individual the full enjoyment of all of his rights and privileges, and to assure to the Government a full measure of service in return for the discharge of its obligations. Army Regulations prescribe the method and manner in which each, the individual and the Government, shall carry out its own part of the contract. All of the many activities which have to do with this contractual relationship between the Government and its soldiers come within the scope of the Army Personnel System.

72. *a.* One of the objectives of the Army Personnel System is to place Army personnel, both enlisted and commissioned, on duties for which they are best suited and which will permit them to contribute most effectively to national defense—directly through efficient performance of military duties, and indirectly through higher morale—with maximum economy of manpower.

*b.* The functions of the Army Personnel System may be grouped under 2 general headings: (1) personnel management; which includes procurement, reception, assignment and reassignment, classification and reclassification, transfer and separation of personnel; and (2) record keeping.

*c.* Basically, the record of an individual in the military service must be chronologically continuous. It must contain a written statement, signed or initialed by a responsible officer, setting forth every change in status which affects pay, allowances, rights, duties, privileges, and obligations of the individual, or which affects in any degree the obligations, duties, and rights of the Government, under the contractual relationship which exists.

*d.* The operation of the Army Personnel System is a primary responsibility of the Adjutant General's Department, in all echelons. This manual describes only in general the functions and responsibilities of the division adjutant general. A later publication will contain a detailed description of the principles, mechanical processes, and operating personnel of the system.

73. The personnel division of the adjutant general's office controls all details of personnel operation within the division.

Usually enlisted personnel is received from replacement training centers, so little need be said here about procurement of enlisted personnel. Officers are procured through assignment by War Department, or other high authority.

74. *a.* The actual duty of the division adjutant general's office begins with the arrival of the individual at the division training, mobilization or operations area. From this point on, until the individual is separated by transfer, discharge, death, or desertion, he comes under the wing of the division personnel division, and of the unit personnel section of the organization to which he is assigned, or to which he is attached.

*b.* The personnel division and the unit personnel section (lower echelon), as they now exist, were brought into being by the reorganization of the Army Personnel System effected in the fall of 1940 by War Department directives. (See AR 345-5.)

75. The reorganization of the Army Personnel System concerns 2 primary phases of personnel management: centralization of control and operation within regiments, divisions, posts, and higher headquarters; and the "streamlining" of statistical and accounting procedures. In the latter phase, manual records are replaced by mechanically prepared records, and the accounting and statistical procedures are mechanical.

*a.* The mechanical procedures are accomplished at the machine records units, which are maintained at each corps area headquarters, at certain other stations within and subject to the control of the corps area, at headquarters of certain tactical units, and at the War Department. The machine records unit consists of a number of ingenious and highly complex electrically operated tabulating, sorting, and collating machines. These machines punch cards according to predetermined codes, which when translated, supply the desired statistical information.

*b.* Strength returns, rosters, locator cards, as well as other statistics, are prepared by the machine records units, which furnish such information to the divisions or other commands concerned, and to the War Department.

76. The personnel division, under an assistant adjutant general (personnel officer) is the control point of the unit personnel sections of the lower echelons. Detailed instructions for the operation of the personnel division and the several unit personnel sections are contained in AR 345-5. Briefly, divisional operations are as follows:

Within each regiment or separate battalion, there is a unit personnel section, consisting of certain enlisted men, part of the regimental administrative cadre, trained for this work. This group is supplemented by company clerks, one from each company, or similar unit, within the regiment. In addition to the unit personnel sections of the regiments and separate battalions, there is

a unit personnel section serving the group of small units which are part of division headquarters; namely, Division Headquarters, Military Police Company, Reconnaissance Troop, Signal Company, Ordnance Section. This unit personnel section is located at regimental headquarters, where all operations of the unit are actually carried on. Under the direction of the personnel officer, all personnel records of the regiment are maintained, all personnel statistics and reports are prepared, and all correspondence concerning individuals is handled. The main purposes of this system of organization are to centralize control, accomplish uniformity of method and procedures in handling personnel matters, and relieve the company commander of the many detailed duties of record keeping and correspondence concerning individuals of his command.

77. The basic record of the individual enlisted man is his Service Record (W.D., A.G.O. Form No. 24). This must contain a complete chronological record of the enlisted man, from the time of his first entry into the military service until his final separation. It then goes into the War Department files as a permanent record of that enlisted man's contract with the Government. This record is maintained and kept in the unit personnel section. Those places in the record which, under the old system, were initialed by the company commander, are now initialed by the personnel officer. Data for entry in the service record are secured from the company morning report and from informal memorandums furnished by the company commander. The morning report is still prepared and kept in the company headquarters. Pay rolls are prepared and authenticated by the unit personnel officer, in the unit personnel section.

78. *a.* The daily changes in status of individuals, both officers and enlisted men, are recorded in the unit personnel section, on Report of Change Card (W.D., A.G.O. Form No. 303). Data for inclusion on this card form are secured from the company morning report, and from company and regimental orders.

*b.* The unit personnel section transmits these report of change cards (Form 303) to the division headquarters at a specified time daily. The personnel division forwards all cards from all units of the division to the machine records unit serving the division, each day.

79. The machine records unit, at each corps area, or other headquarters where installed, began operation as of November 15, 1940, by preparing a status card for each individual in the military service as of midnight November 14, 1940. Subsequent to that date, a status card is prepared for each individual joining the military service, just as soon as a record of his joining is received from the procurement agency or reception center where his service is initiated. These status cards form a permanent record. Each



change in the status of an individual is punched in the proper code section of the card, as soon as a record of such change is received from the personnel division through which the records of the individual concerned are handled.

**80.** The adjutant general, or adjutant, of any command is directly and personally responsible for the efficient operation of the Army Personnel System within the command.

**81.** The adjutant general is charged with the training of administrative personnel within the division. He should so plan the training program that qualified replacements are always available in the event that the administrative teams, in his own headquarters or those of the regiments, are disrupted by illness, death or transfer.

**82.** Within division headquarters, the personnel division handles the report of change cards and rosters and returns of personnel. There is usually a separate section handling other records and correspondence concerning officers and enlisted men.

*a.* (1) The *enlisted section* handles the assignment, reassignment, transfer, and separation of enlisted men, and the classification and reclassification of enlisted men. Enlisted men are initially classified at reception centers, and are reclassified at replacement training centers, before being assigned to divisions or other installations. But within the division, there should be a constant process of reclassification.

(2) The classification of enlisted men is a carefully planned procedure. It should be under the supervision of an officer, especially trained in this work, assisted by a group of carefully selected and trained noncommissioned officers and men. The subject of classification, its methods, procedures, and materials used, is covered in MR 1-8, and AR 345-5, 615-25, 615-26, and 615-27.

(3) The purpose of classification in the Army is first of all to find a man of suitable education, experience, and temperament for each Army job. It also tries to place each man in the job for which he is best fitted considering the needs of the service at the time.

*b.* The *officers section* handles the details of assignment, reassignment, and transfer within the command, detail of officers to boards and courts martial, promotion boards for officers, leaves of absence and detached service, as well as reports of entry on active duty, reports of physical examination, and efficiency reports. In this connection it must be borne in mind that every change in the status or duty of an officer, is subject matter for entry on the report of change card (Form 303). (See AR 345-800.)

**83.** Every administrative officer should carefully study AR 600-185 on the preparation and rendition of efficiency reports. The division adjutant general will not be called upon to prepare efficiency reports for other than officers of his own office; but he,

or his personnel officer, will have to review efficiency reports sent up from lower echelons. Every efficiency report should be reviewed for consistency and fairness, especially. An efficiency report made by a company commander on one of his lieutenants will be concurred in, or modified by the regimental commander. When it gets to division headquarters, it should be examined, and sent forward by indorsement: "Examined and forwarded." Before it is sent forward, however, be sure that it has been checked. If corrections are necessary, send it back to the reporting officer. If any efficiency report contains an unfavorable entry, be sure that it is referred to the officer reported on.

## CHAPTER 6

## MAIL AND RECORDS DIVISION

**84.** The mail and records division of the adjutant general's office should be under the direct supervision of and in charge of one of the assistant adjutants general.

*a.* This division has the following functions:

(1) Receives and dispatches all mail.  
 (2) Receives and dispatches all communications going to and coming from lower echelons, through the division distribution center.

(3) Records all mail and other communications received and dispatched.

(4) Maintains the decimal files.

(5) Prepares and forwards all reports and returns, except personnel reports and returns, which are handled by the personnel division.

*b.* The following special equipment will be needed for this division:

(1) Rubber stamp "Received," with the date and time.

(2) Rubber stamp "Recorded."

(3) Receiving Record Sheet. (See fig. 5.)

(4) Outgoing Record Sheet, similar to figure 5.

(5) Two triple-repeat numbering machines, one with red ink pad, one with black ink pad; red for incoming, black for outgoing.

(6) Transmission Slips.

(7) Specially made tables or desks.

**85.** *a.* Incoming matter is placed on the desk before the receiving and dispatching clerks, who open it and lay out the papers flat; then, on the back of each top sheet, and on the face of each file copy, they stamp the time received. Next, also on the back of the top sheet and on the file copy of all letters coming in from higher headquarters, they stamp the word "recorded"; next stamp the number. (Letters coming up from lower echelons are not recorded, or numbered, except that, when they are later forwarded to higher authority, they are both numbered and recorded. Only one copy of mimeographed letters coming from higher headquarters is numbered and recorded.) As each letter from higher authority is stamped, entry is made on the receiving record sheet, with the corresponding number stamped in the left column of the sheet. The same procedure is followed for outgoing material.

*b.* Those papers going to divisions of the adjutant general's office are picked up by the office messenger or runner and taken to the desks of the division chief clerk concerned, where they are deposited in the "In" basket. Those for the general and special staff sections are placed in stout manila jackets, each jacket

marked on the outside with the name of the section to which it pertains, and are taken to the section concerned.

c. For matter going to the several regiments and separate units, a series of heavy manila envelopes or jackets should be provided, each capable of holding a number of papers, and each marked on the outside with the name of the unit for which intended. The papers for each regiment are placed in the envelope for that regiment, and are listed on a transmission sheet as they are inserted. This transmission slip is inserted in a pocket on the outside of the envelope, a home-made manila pocket like a library card pocket; and the envelope, with the transmission slip, is delivered to the message center of the unit intact, the flap of the envelope closed by clip or string. The message center receipts for the envelope, has the transmission slip receipted by the regimental sergeant major, and returns the receipted slip to the division message center for file, as a record of the delivery.

d. Communications being mailed are inserted in penalty envelopes by the distribution clerk and delivered to the message center for transmission to the Army Post Office.

e. Regular schedules should be established for the messenger service within division headquarters.

86. The reports and returns clerk maintains a tickler file for periodic reports and returns. He prepares the necessary letters, memorandums, and requests to be sent to those agencies which are to furnish required data, and collates the data when received. He then actually prepares the reports for the signature of the proper officer in the adjutant general's office, and follows through until the report is mailed. One good private, first class, specialist 3d class, record clerk, can do this job well.

87. In the handling of communications, great care must be exercised to make sure that inclosures are attached to communications to which they pertain. This is especially important in forwarding reports of investigations and board proceedings.

88. Every file should contain, in complete chronological sequence, the whole story of the particular transaction to which it pertains. AR 340-15, which covers correspondence, sets forth the number of copies which should be made of each communication. A good rule to bear in mind in preparing letters or indorsements is that there should be one copy for retention in your files and one copy for the files of each office of record through which the communication normally passes en route to its final destination. If, for example, you are writing a letter to The Adjutant General, through administrative channels (corps area, if concerning a zone of the interior matter; army corps and army if concerning a theater of operations matter), you should make one copy for your own files, one copy for the corps area files, and one copy to accompany the original to The Adjutant General. That makes three

copies and the original, of which the original and two copies go forward. If inclosures are to go with the letter, you need not make copies of the inclosures in all cases. Usually it is sufficient to make a synopsis of the inclosures to be filed with the copy of the letter. In the case of investigations or board proceedings, you should in all cases retain a copy. AR 340-15 is discussed at some length in chapter 8.

89. The same process as described for the receipt, recording, and distribution of incoming mail is followed for communications originating within the division headquarters, and destined for dispatch by mail or through the message center to lower echelons.

90. The filing system used throughout the Army is an adaptation of the Dewey Decimal System. The text book of the system is published as War Department Correspondence File, dated Washington, May 1918, and since revised. Copies of this book will be furnished by The Adjutant General. At least one copy should be furnished each headquarters, down to and including regimental headquarters.

a. Under the system, military correspondence is divided into 9 general classifications, viz:

- 000—General
- 100—Finance and accounting
- 200—Personnel
- 300—Administration
- 400—Supplies and equipment
- 500—Transportation
- 600—Buildings and grounds
- 700—Medicine, hygiene and sanitation
- 800—Rivers and harbors

These are the general classification numbers. Behind the last digit is placed a decimal point; and behind that decimal point the numbers from one to nine are used. For example: 200 is the general classification for personnel; 200.1 is the classification number for personnel, absence. The individual personnel records of any individual are given the classification number 201. In classifying a letter concerning Lieutenant Doe, for instance, the file number appearing in the upper left hand corner of the letter would read: "201—Doe, John A. (Off)" or "201—Doe, John A., 1st Lt. Inf." Physical tests are given the number 201.5; 201.51 is riding tests; 201.52 is walking tests; and the annual physical tests are 201.501. In referring verbally to a file classification number the proper phraseology would be "Two O One, point five."

b. The Introductory Remarks as to the use and application of the system, beginning on page 7 of the War Department Correspondence File book, contain a clear, adequate description of the system, and instructions for its use. The book contains comprehensive indexes, both numerical and alphabetical. Its careful and

HEADQUARTERS, 20th INFANTRY DIVISION

## FILE SYNOPSIS SHEET

Date \_\_\_\_\_ File No. \_\_\_\_\_ Subject \_\_\_\_\_

**To:** \_\_\_\_\_

Document consists of basic communication and \_\_\_\_\_ indorsements.  
Following is a brief digest of contents:

**1. Basic communication:**

**2. Indorsements:**

**3. Present status of case:**

**FIGURE 9.**

constant study is essential to operation and maintenance of a satisfactory filing system within the division headquarters.

*c.* Communications coming into the headquarters from other military headquarters will usually have been assigned a file classification number. This number may be retained and used on all indorsements to the original correspondence. Papers originating in any office of record should be assigned a file classification number by that headquarters. This is not a difficult task, and a few days careful study of the War Department Correspondence File book will enable any reasonably intelligent clerk to select the proper classification number for any document. However, for a few weeks, the adjutant general or one of his commissioned assistants should carefully check all classification numbers assigned, using the book for reference.

*d.* Every assistant adjutant general in the office, as well as the chief clerk of each file division, should understand the classification system well enough to assign a file classification number to any communication originating within any division of the headquarters. When a letter is dictated, the stenographer should secure a file classification number for it. Such numbers should be assigned by the file clerk.

*e.* The several "work sheets," such as the index sheet, consolidated index sheet, incorrect classification sheet, outcharge sheet, and list of papers (all of which are illustrated in the book—War Department Correspondence File) should be used in every office. If these cannot be obtained from the local quartermaster, they should be reproduced by mimeograph, exactly as shown.

*f.* In determining the original classification of a letter, consult first the alphabetical index beginning on page 217 of the book. Find the subject matter of your letter. A little practice with the system will enable anyone to select the proper cross references to any given document. Such cross reference should not be entered on the letter itself but should be placed on the index sheet, as shown on page 25 of the book. The War Department Correspondence File book itself is the best possible text for its use. (See fig. 9.)

## CHAPTER 7

## PUBLICATION AND SUPPLY DIVISION

**91.** This division is in charge of the same officer who is in charge of the miscellaneous division. He has a good noncommissioned officer, preferably a staff sergeant, as chief clerk of the division.

*a.* This division:

(1) Operates the stenographic and typing pool for the adjutant general's office.

(2) Operates the mimeograph section.

(3) Prepares and maintains the station list of both forward and rear echelons.

(4) Prepares distribution lists.

(5) Breaks down publications, received in quantity, for proper distribution.

(6) Requisitions, receives, stores, and distributes blank forms, training publications, instructional material, and general publications of a directive nature received from higher authority or originating within the division.

(7) Requisitions, receives, stores, and issues office supplies and equipment.

*b.* The stenographic and typing pool should contain at least 3 stenographers (typists), who are available to take dictation from any officer at division headquarters. They receive drafts of letters and indorsements from the several sections, prepare the letters or indorsements, and return them to the proper section for signature and dispatch. They also prepare all mimeograph stencils, which are passed to the mimeographing section for reproduction. The mimeographed copies are then returned to the chief clerk for distribution breakdown.

**92.** The orders clerk in the personnel division writes the extract copies of special orders, and writes a typed copy of the consolidation. The stencil is cut, and the order actually mimeographed by the typing and mimeographing sections.

**93.** The station list is a list of all organizations of the division, both forward and rear echelons, showing the official designation of the headquarters, and the organization under each. It may also show the location of each unit.

**94.** A standard distribution list is shown in FM 101-5, form 21. However, the division adjutant general may have one or more special distribution lists of his own. Distribution lists should be published to the command in general orders, and copies should be furnished each headquarters on the list. Each publication



should contain in the lower left corner the distribution desired, indicated by a code symbol, as Distribution A, or B. If you are going to send a given publication to the headquarters listed in Distribution A, and also to certain others not included in any of your published distribution lists, give the distribution as follows: Distribution A, plus----; then list each additional distribution.

## CHAPTER 8

### GENERAL SUGGESTIONS

**95.** This chapter touches upon problems which arise in the experience of a division adjutant general, and for the solution of which, in many cases, no hard and fast rules can be laid down.

**96. Army Regulations.**—*a.* Army Regulations constitute the basic authority by which the Army carries out its administrative and training missions. Within their proper scope Army Regulations have, upon members of the military service, the force and effect of law. They are published by The Adjutant General upon orders of the Secretary of War and are issued by The Adjutant General to all concerned. In the case of newly activated divisions or other commands, The Adjutant General will send an adequate number of complete sets to the division training or mobilization point at the time of the activation of the command.

*b.* Army Regulations are published in pamphlet form and are assigned a series of main and secondary numbers, which are printed in the upper outer corner of each page. The main numbers run from 1 to 850, in units divisible by five. The secondary numbers follow the main numbers, with a dash separating the two series. For example, the main number of personnel is 600. The secondary number concerning rank and precedence is 15. Therefore, the Army Regulation about personnel rank and precedence, is written 600-15. Army Regulations 1 series are the regulations about Army Regulations. AR 1-5 is the index of Army Regulations, and AR 1-6 contains an alphabetical list of subjects. The numerical list together with date and distribution of Army Regulations is shown in AR 1-10. The detailed distribution of Army Regulations and other publications is prescribed in AR 310-200.

**97. Blank forms.**—*a.* Printed blank forms are used by every division and branch of the War Department, for the sake of obtaining uniformity and of saving time in the preparation of certain required reports. AR 310-105 is the Army Regulation which lists the blank forms of the Adjutant General's Department and gives the allowance and method of distribution. Blank forms peculiar to any one arm or service are so indicated by the designation in the lower or upper left corner of the form itself. For example, "W.D., A.G.O. Form-----" means a War Department, Adjutant General's Office form, while "W.D., Q.M.C. Form-----" means a Quartermaster Corps form. So with other arms and services, such as Finance Department, Medical Department, Ordnance Department, Signal Corps. Such forms are furnished by the arm or service concerned. Blank forms and publications, including Army Regulations, training and technical manuals, are requisitioned on W.D., A.G.O. Form No. 17.

*b.* Duplication of War Department blank forms by printing

locally is prohibited by Army Regulations. However, each division or other command may reproduce locally by mimeograph process, the blank forms desired for purely local use. Such forms include interoffice transmission slips, reference slips, efficiency report work sheets, and so forth.

**98. Military correspondence.—***a.* Military correspondence is treated exhaustively in AR 340-15. Here are a few pertinent suggestions: Every letter should be clear, concise, and “subject only to that interpretation desired” by the writer. Military letters should be formal in tone, but not stilted. A letter should have only one subject. Choose your words carefully, keeping the subject designation brief, but adequately descriptive. Military letters originating in a division headquarters should be signed by the adjutant general of the command. Letters going to a higher headquarters are signed “For the Commanding General.” Those going to a lower echelon are signed “By command of Major General DOE.” Never does a staff officer sign an official letter which concerns the business of the commander, without the use of the phrase “For the Commanding General,” or “By command of -----.”

*b.* The only times you use the words “I” and “my” in an official military letter is when the letter concerns your own personal-official affairs. The use of the personal pronoun in such letters is better form than the use of the third person. The latter is stilted.

*c.* Letters on “Immediate Action” paper must be answered within 24 hours. If the subject matter of the immediate action letter cannot be answered within that time, a “delayed action” letter, acknowledging receipt of the “immediate action” letter, should be written, giving the reason why the letter cannot be answered within twenty-four hours, and stating a definite time when the reply will be sent forward.

*d.* Letters from members of Congress must be answered promptly, and replies to such letters should be signed by the commanding general himself; or in his absence, by the chief of staff, in this manner: “For and in the absence of Major General Doe,” followed by the signature of the chief of staff, with his grade, arm or service, and title. The same rule applies in the case of Governors of States and Territories. All such letters, of course, should be promptly brought to the attention of the commander himself.

*e.* Within the division, keep the use of formal indorsements and formal letters to the absolute minimum. Study carefully AR 340-15, and require all officers and clerks in your headquarters to be familiar with its provisions. Nothing so clearly indicates to a higher headquarters the efficiency of your own headquarters as careful, painstaking, and correct handling of military correspondence. Insist upon the use of good English, and see that every letter is carefully edited for spelling and syntax.

**99. Use of telephone, telegraph, and radio communication.—***a.*

The telephone is not only a great convenience, and a method of speeding up administrative work, but also offers an invaluable opportunity to foster cordial personal relations between staff officers and commanders of all echelons. There is a distinct technique established by long usage and sanctioned by regulations and customs of the service, which should be made mandatory in every command, and should be announced to the command in general orders. This concerns principally the method of answering the telephone. For example, the proper way is: "This is the adjutant general's office, Lieutenant Colonel Adams speaking," or "Headquarters, ----th Infantry, the adjutant speaking." In calling another office, as soon as the telephone is answered, the person making the call identifies himself: "This is Major Brown, the division assistant adjutant general. I wish to speak to the adjutant, please."

*b.* All long distance telephone calls, except those made by the commanding general and the chief of staff, must be authorized by the adjutant general, if such calls are official and are to be paid for from public funds. Official telegrams and radiograms must be certified as official by the adjutant general, or by one of his commissioned assistants, authorized so to certify. Telegrams or radiograms sent to a higher headquarters will bear the last name of the commander as a signature, without the use of initials or grade. Telegrams and radiograms sent to a subordinate headquarters are signed with the last name of the adjutant general of the command originating the message.

**100. Military titles.**—*a.* The use of military titles in oral communications in the conduct of official business is important in maintaining discipline, and the necessary degree of formality between all ranks. Particular care should be used in this connection in the presence of enlisted men. A senior, in addressing a junior, or in referring to a junior, especially in the presence of enlisted men, should always use the military title of the individual addressed or referred to. (See FM 21-50.)

*b.* In answering telephones, or in introducing one's self, or another, the military title is always used. In addressing a lieutenant colonel, the title "colonel" is used orally and in informal correspondence, but not in official correspondence.

*c.* Lieutenants are spoken of and to, officially, and in the presence of enlisted men, by their title; but the adjectives "first" and "second" are not used except in official written communications.

*d.* Noncommissioned officers should be referred to by their full titles followed by their last names. For example, you refer to Master Sergeant Jones, or Staff Sergeant Smith, but in addressing them, you would say "Sergeant Jones" or "Sergeant Smith." Privates are usually addressed simply by their last names, but are

referred to as "Private Brown," or "Private Blue," and so forth. A warrant officer is addressed as "Mister" and referred to in written communications as "Warrant Officer." Medical officers below the grade of major may be addressed as "Doctor," but above the grade of captain they are addressed by their military titles. Medical officers of any grade are referred to in written communications by their military titles. Chaplains are addressed as "Chaplain," regardless of grade. A Catholic chaplain may be addressed as "Father."

*e.* General officers are addressed as "General." They are referred to in written communications as lieutenant general, major general, or brigadier general, when referring to them personally; but when referring to them as commanders of any elements, they are referred to as "the Commanding General, ---- Division, Brigade, Army Corps, Army, Fort, or Camp," as the case may be.

*f.* The title The Adjutant General, with the "T" capitalized in "the," means always The Adjutant General, Washington, D. C. The title Adjutant General, without the "the" capitalized, means the adjutant general of any command.

**101. Civilian contacts.**—*a.* The adjutant general should establish cordial personal contacts with the principal civilian officials of the community near his post or station. His office is the point of contact between civilians and all elements of the command. Every civilian caller should be received courteously; and every effort should be made to assist him.

*b.* Steps should be taken as soon as possible to secure from the commanding general a clear-cut policy regarding solicitation in the command by civilian salesmen; and that policy, once announced by the general, should be carried out by the adjutant general with scrupulous impartiality.

*c.* Every possible consideration should be shown to parents of soldiers visiting the command. When they call at the adjutant general's office, seeking information, they should be assisted in every way possible. Remember, to each parent, his son is the most important person in the United States Army!

*d.* It should be remembered that good "public relations" between the Army and the people are promoted far better by a careful and thoughtful handling of intimate personal contacts than by radio programs and magazine or newspaper articles.

**102. Confirmatory orders.**—*a.* Often something will happen in the middle of the night, or on a holiday, which will require the issuance of verbal orders directing travel, or the appointment of a board of officers; or an officer will ask for an emergency leave of absence because of serious illness or death in his family; or the commanding general or chief of staff will send an officer on some urgent mission, and forget to tell the adjutant general for several

days. In all of these cases, confirmatory orders will be needed.

b. In the case of confirmatory orders requiring travel, it is usually necessary to get from the corps area commander authority to obligate the funds and assign procurement numbers. When you have obtained the necessary authority, how should the order be worded so that the officer concerned can collect his mileage, and the record be brought up to date? In writing confirmatory travel orders it is necessary to include, in addition to the usual data, the phrases, "Verbal orders of the commanding general, directing that so and so do such and such, are hereby confirmed and made of record, the exigencies having been such as to preclude the issuance of the necessary written orders in advance." In the case of a confirmatory order appointing a board of officers, use this form of phraseology in beginning the order: "Verbal orders of the commanding general issued by virtue of authority contained in AR ---- appointing a board of officers for the purpose of -----, are hereby confirmed and made of record. Detail for the board -----."

c. When possible, try to avoid issuing confirmatory orders. It is not a good practice. However, a verbal order, given by the commanding general himself, or the adjutant general in the name of the commander, has the force and effect of a written order. The confirmation is merely for the record.

**103. Deaths.**—The death of an officer or an enlisted man under any circumstances requires certain definite and immediate action. The adjutant general, his assistants, and every unit adjutant should make a careful study of AR 600-550. Briefly, the action required is as follows:

a. Upon the death of an officer or enlisted man in the post or station hospital, the surgeon notifies the post commander, giving the following information:

(1) Deceased's name, Army serial number, grade, and organization.

(2) Time and cause of death.

(3) Whether or not the nearest of kin, or any member of his immediate family, were present at the time of death.

(4) Whether or not the disease or injury which was the proximate cause of death was or was not incurred in line of duty; or whether line of duty status has or has not been determined.

b. Upon receipt of notification from the surgeon, the post commander—

(1) Notifies The Adjutant General, Washington, D. C., by radio or telegraph, giving the following information:

(a) Name, grade, Army serial number, and organization of deceased, and name and address of nearest relative.

(b) Time and place of death.

(c) Whether or not nearest of kin has been notified.

(2) Notifies the nearest of kin of the deceased by radio or telegraph giving the following information:

(a) Fact of death.

(b) Name, grade, Army serial number and organization of deceased.

(c) Place and time of death.

(d) Request advice by telegraph, giving name of place to which it is desired that remains be sent, and name of person to receive remains; also place of interment.

(3) Notifies immediate commanding officer of the deceased. (If a member of a tactical division on the post, this notification will usually be given to the adjutant general of the division, who will in turn notify the immediate commander concerned.)

c. The immediate commanding officer of the deceased (the company, battery, or detachment commander) will—

(1) Write a letter of sympathy to the nearest of kin of the deceased.

(2) Immediately secure and make an inventory of the effects of the deceased and deliver such effects, together with copies of the inventory to the summary court designated by the commanding officer of the regiment or other appropriate unit. If the deceased's widow, or legal representative, is present on the post at the time of death, or immediately subsequent thereto, the effects will be delivered to the widow or legal representative.

(3) Arrange for attendant to accompany remains.

d. The remains of deceased officers and soldiers are embalmed; casket and other necessary accessories such as clothing are provided by the Quartermaster Corps; and the remains are shipped to the place of interment by the Quartermaster Corps. Usually every post or station quartermaster has a contract with a local undertaking establishment, and the surgeon notifies such undertaker to take over the remains when the medical department is ready to deliver them. The undertaker, under his contract, prepares the remains for burial, and places them in a casket and box, ready for shipment. If burial is to be made locally, such as in the post cemetery, the contract undertaker is usually in charge of the interment.

e. There is nothing other than the above which the division adjutant general need do about deaths; except that, when it is necessary for a board of officers to be appointed to determine the line of duty status of the deceased, the division commander, through his adjutant general, appoints the board, and reviews, approves, or disapproves, the findings and recommendations of the board. The adjutant general, however, should know every step which should be taken by someone else, and he should follow up to see that such steps are taken; especially by the company or detachment commander.

*f.* Check with the post adjutant to be sure that all regulations have been complied with by everybody concerned. Failure to make a required report, to do something required by regulations, may prejudice the rights of the kin of the deceased to some benefits provided by law, now or in the future. When a soldier dies in active service, his contract with the Government has not been finally completed until everything has been done that is required by regulations.

**104. Duty officer.**—*a.* An officer of the adjutant general's office should be constantly available for call at any hour of the day or night, including Sundays and holidays. To accomplish this without undue hardship on anyone, the adjutant general should establish a duty roster, detailing a duty officer for each day. This officer should be required to remain on the post. The name, grade, quarters number, and telephone number of the duty officer should be posted daily on the bulletin board in the adjutant general's office; and the post telephone exchange and the field officer of the day should have his name, phone number, and quarters location, so that emergency messages of any nature which require the action of the adjutant general can quickly be sent to this officer acting for the adjutant general. This information should also go in the daily bulletin.

*b.* In addition to the duty officer, an enlisted man should be detailed as night telephone orderly at division headquarters. He should know where to locate any member of the staff at any time—especially the duty officer.

**105. Accidents.**—*a.* Fatal accidents to members of the command have a disconcerting habit of happening at night, and on holidays. Accidents to military personnel, whether fatal or not, require certain definite and prompt action. Prompt medical attention and hospitalization are needed.

*b.* If you are notified, say, by telephone, that Private John Jones, of Company A, 100th Inf., has been injured in an automobile accident at a town 50 miles away, and that he is now in the hospital in that town, what action should you as adjutant general, or your duty officer, take?

(1) First, try to ascertain from the person notifying you the extent of the injuries. Ask particularly whether the person talking to you witnessed the accident.

(2) Next, call the regiment to which Private Jones belongs and direct that a medical officer be sent, as a one-man line of duty board to the hospital where Private Jones now is. Give instructions that the medical officer is to determine whether or not Private Jones can be brought at once to the post hospital. If so, that the medical officer is also to instruct the local hospital and the civilian physician treating Private Jones that the Government assumes no liability for the cost of the hospitalization



and treatment of Private Jones. Tell the regimental adjutant, to whom you will no doubt give your instructions, that the medical officer is to conduct his investigation in accordance with the provisions of AR 40-1080, and is to render his report and recommendations in accordance with the procedure prescribed by AR 420-5. The medical officer is to go immediately, by Government transportation, and no mileage will be paid. The regiment should furnish an automobile and driver; if, however, no vehicle is available in the regiment, call on the quartermaster battalion, or the division motor pool for transportation.

(3) If, however, Private Jones has been killed in the accident, it is better to have a 3-man board. In this case, the procedure described in AR 600-550 should be followed. Notify the post adjutant at once. He will send the radio to The Adjutant General, as soon as he is advised by an Army medical officer of the fact of death, and the proximate cause of death. For further details concerning accidents, see appendixes V and VI.

**106. Officers' pay and allowances, mileage, transportation of authorized baggage and household effects.**—Among the many inquiries which come to the adjutant general, one of the most frequent concerns the pay of officers, their mileage, and transportation of baggage and household effects at Government expense.

a. (1) The pay of officers is a function of the Finance Department, and is accomplished by the post disbursing officer, or the division disbursing officer. Payment is made on Officers' Pay Voucher (War Department Form No. 336). These forms are usually prepared by the disbursing officer and sent to the adjutant of each regiment, or separate unit, for distribution to the officers concerned for signature. They then go to the post adjutant, whose duty it is to certify, for the post commander, whether or not the officer was furnished adequate public quarters for the period covered by the voucher.

(2) Before an officer can draw his first pay, after reporting for duty at any station, the disbursing office must have certain information about that officer:

(a) Copies (at least two) of the order placing the officer on active duty.

(b) Copy of the report of entry upon active duty, duly certified by the immediate commanding officer of the individual concerned.

(c) The number of dependents of the officer, their names, ages, relationship, and addresses.

(d) A statement as to whether or not the officer was furnished public quarters during the period covered by the voucher.

(e) A statement of service for longevity pay, if the officer is entitled to longevity pay. An increase in base pay equal to

five percent of the base pay is allowed for each three years of active service. For Reserve officers, inactive duty time is counted as half time, active duty time as full time. This statement is furnished by the corps area which has assignment jurisdiction over the Reserve officer.

(3) If the officer has been transferred from another station, the disbursing officer of the station from which he was transferred must furnish to the disbursing officer of the station to which the officer is going, a transcript of pay, before the officer can be paid at his new station. This transcript is furnished upon the request of the officer concerned.

b. (1) A Reserve officer, ordered to active duty, is entitled to have his authorized allowance of baggage and his household effects transported from his place of residence to his first permanent station, provided he is ordered to active duty for a period of six months or more.

(2) After arrival at his first permanent station, the officer may make application in writing to the corps area commander who issued the order for his active duty, requesting that his baggage and household effects be moved to his new station. At least 2 copies of his active duty orders should accompany the letter of application. Before making this application, however, the officer should locate quarters, usually a house or apartment in a nearby community; or, public quarters may be available and assigned to him on the post, effective on the date that his baggage, household goods, and dependents arrive on the post.

(3) The letter to the corps area commander should give the street address and town, or city, where the officer's household goods and baggage are located, and should state the hours when it may be inspected by a representative of the corps area quartermaster. This is necessary, because the corps area quartermaster will probably ask for bids from local moving concerns, and the prospective bidders will have to inspect the goods to be moved, before making their bids.

(4) The corps area quartermaster will send the officer certain forms to be filled out, and returned. When these forms have been returned, the quartermaster will handle all other details. He will notify the officer concerned when bids are asked, and after the bids have been opened, will notify the officer of the name and address of the successful bidder. The quartermaster will contract for packing, crating (where necessary, unless the movement is to be made by van), loading and unloading. Practically all the officer, or his family, has to do in the matter, is to open the doors, when the movers come on the agreed date, and say, "Here is the stuff." (See AR 30-960 and 35-3420.)

c. A Reserve officer ordered to active duty for a period of more than 15 days is entitled to the same travel allowance as

an officer of the Regular Army; that is, mileage to his first duty station at the rate of eight cents per mile less deduction of three cents per mile for any part of the journey over or parallel to land-grant railroads from his home, or from the place where his orders to active duty were received, if the latter is less than from his home. Subsequent travel orders will provide for the payment of mileage; or actual expenses and a per diem allowance. Travel allowance is paid on a mileage voucher, Standard Form No. 1071. The disbursing office at the new post usually makes out the voucher. When it is signed by the officer, and 2 copies of the order ordering the officer to active duty are attached, the account will be paid either in cash or by check, as the officer elects.

**107. Enlisted men's pay and allowances.**—*a.* Enlisted men are paid once each month, usually in cash, and usually on or immediately following the last day of the month. Pay rolls for enlisted men are made by unit personnel sections, and are forwarded to the disbursing officer about the 20th of the month for which the pay roll is drawn. When a division is activated at an established post, or station, the post disbursing officer will usually act as disbursing officer for all troops on that post, at least until the division disbursing officer shall have been designated, and has set up his organization to handle disbursements. So, the method of payment described below applies particularly to the post disbursing officer, who is under direct command of the post commander. When the division disbursing office shall have been established, the description of the process of payment as given here will apply with the substitution, where obviously applicable, of the division disbursing officer and the division commander for the post disbursing officer and the post commander.

(1) When the (post) disbursing officer has verified the rolls, he informs the (post) adjutant when he will be ready to make payment and requests that class A agent disbursing officers be detailed to make payment to the several organizations, and that the agent officers so detailed be required to report to the disbursing office at a given hour on a given date, to receive the money with which to pay the organizations for which they act as disbursing officers.

(2) The normal procedure from this point on is for the post adjutant to ask the division adjutant general to furnish the names, grades, and organizations of the officers to be detailed to act as agent officers for the payment of each organization. Organization, as used here, means every unit which submits a pay roll—company, battery, detachment, and so forth. The division adjutant general, in turn, sends out a memorandum to the several regimental and separate unit commanders, asking for the

submission of lists of officers to be detailed for the payment of the troops. When this list is received, it should be checked, to be sure that none of the officers listed will be on leave of absence or detached service on the day the troops are to be paid. When checked, the list is sent to the post adjutant, and the *post commander* issues the order detailing the officers as class A agent disbursing officers, for the purpose of paying the troops of their respective units for that month. When so detailed, the officers become agents of the post disbursing officer, and are responsible to him for the money entrusted to them for the payment of the troops. The post disbursing officer will issue detailed instructions to the agent officers. If the division disbursing officer is the disbursing officer, then the agent officers will be detailed by the division commander, and not the post commander.

b. Under certain conditions, enlisted men of the first 3 grades may be authorized to mess separately, to live off the post, and to receive a monetary allowance in lieu of rations and quarters. For full details, see AR 35-4520. This allowance is intended to permit married noncommissioned officers, for whom there are no public quarters available on the post, to live with their families off the post.

**108. Government transportation.**—*a.* Tactical organizations, and administrative complements, are usually provided with automobiles and motorcycles by the Government. These vehicles are for official use only. It is the responsibility of the adjutant general to secure from the division commander a definite enunciation of policy governing the use of Government motor transportation, and to announce such policy to the command in general orders. Constant vigilance is necessary to prevent the unauthorized use of Government transportation facilities. There should be a division motor pool, in which all passenger vehicles assigned to the division headquarters echelon are kept under the control of an officer detailed for that purpose. When cars are specifically designated for the use of individual staff officers, such officers should be cautioned that the cars are for use when necessary in the transaction of official business only. Within regiments, there should be a regimental motor pool, controlling all motor vehicles within the organization.

b. The customs of the service sanction the use of Government automobiles assigned to general officers for any purpose desired by the general officer to whom the vehicle is assigned, except that general officers do not take their official cars with them when on leave of absence. The same custom does not extend to regimental or other unit commanders, who are authorized to use Government automobiles only in line of duty.

c. Official automobiles, when available for use in connection with the transaction of official business, will be furnished any

staff officer upon application to the motor pool officer, and upon approval of the adjutant general; or under such other conditions as may be established by the commanding general. Use of official cars for pleasure, or for purely social calls, is prohibited.

**109. Leaves of absence.**—*a.* Officers may be granted leaves of absence in amounts of not to exceed one month in each fiscal year, and such leave is cumulative for a period not exceeding 4 months at any one time. Under AR 605-115, regimental, brigade, post, station, camp, and division commanders may grant leave of not more than one month; more than one month may be granted by the corps area commander, the army corps or army commander.

*b.* Within the division, it is not unusual for the division commander to reserve to himself the privilege of granting leaves of absence to officers. This is a matter of policy to be determined by the division commander.

*c.* Reserve officers on active duty have the same leave privileges as do officers of the Regular Army. Immediately upon reporting for extended active duty a Reserve officer is credited with leave at the rate of  $2\frac{1}{2}$  days per month from the date of his reporting to the end of the current fiscal year; at the beginning of the next fiscal year, he is credited with leave at the rate of  $2\frac{1}{2}$  days per month up to the date of relief as stated in the order ordering him to active duty.

*d.* It is well to remember that leave is a privilege, not a right; and that applications for leaves of absence may be disapproved by commanding officers having authority to grant leave. Application for leave of absence should always be made in writing, and should contain the following information:

(1) The time for which leave is desired, expressed in days, if for less than one month; if for one month, the request should state for one month; if for more than one month and less than two months, it should be expressed as "one month and ten days," and not as "forty days."

(2) How much leave the officer has previously had in the current fiscal year.

(3) Whether or not the officer is a member of a general or special court-martial, or of a board of officers.

(4) The purpose for which leave is desired; for example "to visit my home at -----" or "to attend to private business at -----."

(5) The address at which the officer may be reached, if the leave is granted.

*e.* Applications for leave should be approved or disapproved by the intermediate commander concerned. Within the regiment, they should be approved by the regimental commander; but should not be formally acted upon by the battalion commander.

The regimental adjutant should ascertain informally from the battalion commander whether or not he approves of the application, before acting on the application for the regimental commander.

**110. Furloughs for enlisted men.**—In normal times, furloughs not to exceed 3 months may be granted enlisted men by their regimental commander, or by the commander of a separate or detached battalion. Under war conditions, certain restrictions are imposed by War Department policy. (See AR 615-275, and current War Department directives.)

**111. Administrative policies.**—The Adjutant General always has the problem of what should or should not be taken up with the chief of staff or the commanding general. This is the test of his common sense and good judgment. If the subjects to be taken up have not been indicated by the commanding general or chief of staff, the following should be set up as administrative policies of his office:

*a.* To be brought without delay to the attention of the commanding general or the chief of staff:

(1) Subjects of importance which require prompt action and are not covered by existing policies and instructions.

(2) Disapprovals returned from higher authority.

(3) Errors, deficiencies, or irregularities alleged or intimated by higher authority.

(4) Communications that allege or intimate neglect or dereliction on the part of commissioned personnel.

(5) Correspondence or proposed correspondence conveying even a suggestion of censure.

(6) Appeals of subordinates from decisions made by the headquarters.

(7) Subjects that affect the good name or reputation of an officer or organization.

(8) Subjects involving financial or property irregularities.

(9) Serious accidents involving personnel of the command.

*b.* To be presented to the chief of staff or commanding general for final action with a solution or recommendation, preferably in writing, for OK:

(1) Requests and recommendations to be made to higher authority.

(2) Suggested disapprovals.

(3) Communications that contain even a suspicion of a censure.

(4) Communications that involve the good name of an officer or organization.

(5) Reports of financial and property irregularities.

(6) Letters to civil authorities in high positions.

(7) Forwarding indorsements on efficiency reports.

- (8) Correspondence concerning war plans.
- (9) Communications of exceptional importance.

**112. a.** Any paper received at headquarters couched in proper language, without regard to whom it is addressed, will be accepted as serving the purpose the writer had in mind. If, in acting on it, attention is called to errors in the paper itself or the mode of submitting it, this will be done in courteous and respectful tones. The enthusiasm and initiative of officers must never be wounded by tactless references to minor errors or omissions.

**b.** All communications will be courteous and worded in that respectful language ordinarily used between business and professional men in general.

**c.** Especially in dealing with younger officers, appropriate and relevant references to good work known to have been performed by these officers will be added to letters and indorsements whenever the circumstances permit. This will not be overdone but occasion should be taken to stimulate the esprit and initiative of subordinates.

**113.** The right of personal appeal is a fundamental of the military system. If freely granted, it will be but little used. It should be in no way abridged in the command.

**114.** Good administrative procedure is indicated by the responsible officer taking personal final action on matters brought to his attention. While certain signatory powers may be delegated to several assistant adjutants general, all correspondence having to do with the subjects in general mentioned in paragraphs 1 and 2, intended for higher headquarters, should be forwarded by the signature of the commanding general or the adjutant general.

**115. Authority to administer oaths.**—Under the provisions of the 114th Article of War a division adjutant general as adjutant of a command is authorized to administer oaths for purposes of military administration. An assistant adjutant has no such authority.

## CHAPTER 9

## THE DIVISION IN A THEATER OF OPERATIONS

**116.** It may be assumed that, when a division goes into a theater of operations, it will have received several months of intensive training. Administrative personnel will have become efficient, and the division headquarters will be a smoothly operating machine. However, the organization and operation of a division headquarters in a theater of operations, demand careful advance planning. Detailed plans should be made for transition from a garrison status to a field status; equipment should be prepared, and frequent "dry runs," or rehearsals of field operations, should be conducted during the training period, while the headquarters is in a stable situation.

**117.** The mission of the adjutant general's section of the division remains the same in a theater of operations; namely, operation of the administrative echelon. The principal difference in operation is that, in garrison or training center, permanent or semipermanent buildings are available, with ample office equipment, telephones, and electrically operated labor-saving machines. In a theater of operations, functions will often have to be performed in trucks or under canvas, with such equipment as desks, typewriters, and other office machinery reduced to an absolute minimum. The headquarters must be prepared to move often and on short notice.

**118.** When the division moves into a theater of operations, the adjutant general's section moves into the rear echelon. It stays behind the division command post, sometimes many miles behind. The division commander, with his command group, goes forward with the troops, establishing a command post near the front line.

**119.** Administration does not stop in battle or campaign, but is a continuous process. At such a time, it is more than ever important that commanders of combat units be relieved of every detail of administration that possibly can be handled elsewhere. Hence, while facilities of all kinds—housing, office equipment, personnel, methods of rapid communication between the division headquarters and unit commanders—are sharply curtailed, the actual operation of necessary administrative functions must continue at high efficiency.

**120. a.** In addition to those administrative duties which the adjutant general performs while in training areas or in garrison, he must assume, in a theater of operations, many additional and highly important administrative functions as described in FM 101-5.

**b.** Accurate records of casualties and reports of prisoners of war captured by the division must be maintained. Billeting, rest



and leave areas must be selected, organized, and administered. Plans must be worked out with G-4 for the evacuation of civilians within the theater of operations.

**121.** In the triangular division it is contemplated that the adjutant general will perform the duties and functions of the assistant chief of staff, G-1. In such cases, he will spend much of his time at the forward echelon, leaving his senior assistant actually to carry on the operations of the adjutant general's section at the rear echelon. In this connection, a careful study and thorough understanding of FM 101-5 is essential.

**122. a.** The problem of what equipment to take into the field, its packing, transport, and arrangement in field headquarters is of major importance, and should be solved while in garrison. During the early stages of training, a list should be made of items to be taken into the field. The list should be kept to an absolute minimum. Each article listed should be ready for movement on short notice. War Department directives do not prescribe the items to be contained in such a list. Obviously, large desks and tables, swivel chairs, electrically operated machines, and other bulky articles must be left behind. Most of the files also must be left behind in storage. Impedimenta should be kept to a minimum.

*b.* The adjutant general has freedom to experiment, to find out for himself what set-up best fits his needs. He should avail himself of every opportunity during training and maneuvers, to set up his equipment and actually operate his headquarters in the field.

*c.* As a guide, the field equipment and arrangement, including transport, of one armored division, is as follows:

(1) Two 2½-ton trucks, prime movers, are set aside for the adjutant general's section. Truck No. 1 contains, from front to rear on one side, one 4-drawer steel filing cabinet. Then comes a built-in table, containing 2 drawers. The top of the table is countersunk, made of hard-finished celotex, and varnished. The table is approximately six feet long, and is bolted to the floor of the truck. It is intended for the use of the adjutant general and his assistant adjutants general. Along the other side of the truck is a long seat, on which the clerks ride, and which can be folded away, or used when the truck is stationary.

(2) Truck No. 2 also carries a filing cabinet. Next to this on the same side of the truck, is a long built-in table, extending to the tail-gate of the truck, and having three drawers and three folding seats. Typewriters are bolted to the top of the table. On the opposite side of the truck, at the front, is a 24 by 36 inch table (folding quartermaster issue) for the mimeograph machine. Next to this, toward the rear of the truck, are 2 stands to hold field desks. Beyond and next to the tail-gate is another folding table.

(3) It is suggested that in addition to the equipment enume-

rated above, 2 stoutly constructed crates be provided, of a size to hold the folding tables and the folding chairs, these crates to be pushed under the built-in table when the truck is in motion. Crates should be made large enough to hold two extra folding tables, and at least four extra chairs. They will be needed. The special equipment should include a wooden platform to be placed over the two tail-gates, so that when the trucks are placed back to back, they form one office, connected by the platform laid across the tail-gates. Ladders to be set against the platform for easy entrance and egress should also be provided. Tarpaulins should be available to cover the entrance, thus preventing visibility from the air at night. Both trucks should be wired for electric lights, with plug sockets, or feed lines to the outside, so that they can be easily and quickly connected to a field lighting plant. Gasoline vapor lanterns, or other approved lanterns not dependent on outside current, should also be provided. Telephone hand sets, with lines fixed for quick outside connections, should also be included, and a field safe.

*d.* What files should be taken into a theater of operations is a question to be answered by each adjutant general for himself. Obviously, it will not be practicable to take all the division files, accumulated over months of garrison training. The locator card file of the division accompanies the adjutant general's section, as does the service record file; otherwise, only files should be taken containing those matters which are pending, and which may definitely affect the status of individuals or of all members of the command. Recent regulations and current publications should be taken. A supply of blank forms necessary in personnel administration should be taken, such as W.D., A.G.O. Form No. 303, company and headquarters morning report forms, sick reports, ration returns, and requisition forms. An adequate supply of stencils, mimeograph ink and mimeograph paper should be carried, as well as envelopes of all standard sizes.

*e.* In addition to the two trucks already described, an additional truck will be needed to transport the personnel division and serve as an office when the division goes into the field. This truck should contain one long table, extending the entire length of the truck body, with not less than six chairs. At the forward end of the truck, there should be a file cabinet containing all the division locator cards. Next there should be a "pigeon hole" rack, with lipped boxes for the units of the division, in which papers for such units may be put, pending the arrival of the unit personnel officers at the personnel division.

**123.** The operation of the Army Personnel System in the field should conform to the same general principles which govern its operation in garrison. AR 345-5 leaves the division commander wide latitude in the mechanics of operation, in the actual physical

location of unit personnel sections and in the composition of both unit personnel sections and the personnel division. In determining upon the most suitable and practicable plan of operation in a theater of operations, the division adjutant general should strive for the utmost simplicity with the minimum concentration of personnel, transportation, and equipment at any one place.

a. The following plan will be found workable and adequate:

(1) The unit personnel section continues to function under the unit personnel officer, who remains at the command post (rear echelon). When the company is at a considerable distance from the unit personnel section and it is impractical for morning reports, etc., to be sent to the unit personnel section, information concerning changes of personnel extracted from the morning reports, will be forwarded daily to the unit personnel section by memoranda, through the usual channels of communication. The unit personnel officer requires that report of change cards then be made, and that necessary entries be made in service records and on individual pay cards—improvised 3x5 cards containing pay data for the current month.

(2) AR 345-5 prescribes that unit personnel sections *may* be grouped or concentrated under the supervision of the adjutant general; and that during field operations, when subordinate units are widely scattered and administration thereby made more difficult, such grouping or concentration should prove particularly effective. When such a grouping or concentration is effected, it is known as an Administration Center.

(3) At a specified time each day, the unit personnel officer goes to the personnel division, where he receives and acts on any personnel matter requiring attention. He delivers the report of change cards for his unit to the division personnel officer.

(4) The division personnel officer, his chief clerk, and 6 other clerks, constitute the personnel division in the rear echelon. Two clerks handle report of change cards, checking them against locator cards for correct name, serial number, organization, etc., entering on the locator cards the appropriate remarks for the change of status indicated by the report of change cards. The report of change cards on officers are then passed to the officers' record clerk, who makes appropriate entries on the status cards of officers concerned. The 2 remaining clerks handle correspondence pertaining to personnel and do the necessary filing.

b. This is the set-up suggested for conditions where the division is in actual contact with the enemy, or is in movement in the near presence of an enemy. A more elaborate administrative echelon is not workable under such conditions. Correspondence of a purely routine nature not requiring immediate action will, under such conditions, be put aside until a more appropriate time.

c. In active operations against an enemy, routine administra-

tive procedures will have to give way to those things which are immediately urgent, such as the preparation of casualty lists, records of burial, reception of prisoners of war.

124. During active combat operations, prisoners of war will be taken by units of the division. The role of the division adjutant general in regard to prisoners of war is simply to make an informal return each day to the next higher echelon. Each regiment will be required to make a daily report to the division adjutant general, giving the number of prisoners captured by units of the regiment during the preceding twenty-four hours. This report will be consolidated by the division adjutant general, in such form as may be required by higher authority, and will be submitted to higher authority at such times as will be required. For additional information as to the receipt, evacuation, and administration of prisoners of war, see FM 100-10, 27-10, and 29-5.

125. *a.* Few problems which confront an adjutant general in a theater of operations require more planning and ingenuity than the problem of battle casualties and the replacement of man power. Until experience has given the Army of today, fighting under changed conditions, sufficient statistics on which to base a table of expectancy, the adjutant general can only estimate the probable losses within the division or await the outcome of battle. If he follows the former course and requisitions for replacements accordingly, he may either have fewer replacements than are needed, or have a surplus of man power, which is wasteful. If he follows the latter course and awaits the outcome of battle, the time element works against him. In deciding which course to follow, the adjutant general should make plans for requisitioning the probable number of replacements and especially, the procedures necessary for moving replacements rapidly and safely into the division sector and down to the echelons where they are needed. While replacements are normally made while combat forces are in support or rest areas, it is sometimes necessary to make them during a momentary lull in combat, or while the division is moving from one sector to another. At such times, the most careful preparation is required. Otherwise the replacements will not "catch up," the units requiring them will suffer, and intermediate regiments and battalions will have to transport and feed surplus men, until such time as these men reach their final destination. The difficulty in making replacements is aggravated by the fact that movement in the field of operations is normally made at night.

*b.* "Loss replacements," which are the replacement of battle casualties, originate at replacement centers, and are sent from there to replacement depots. One or more of the latter may be established for each army. Replacements are supplied to forward elements on requisition by the division adjutant general, through channels to the replacement depot. His requisition is a consolida-

tion of the requisitions coming from regiments and separate battalions. The latter are based on reports of casualties and will indicate the number of men needed according to classification. Insofar as possible, requisitions are filled according to the classifications specified. It is contemplated that each replacement wear a designating marker which will quickly identify him to the commander to whom he is assigned and to those intermediate commanders through whose hands he will pass.

c. Men are requisitioned in the same manner as supplies. The responsibility of the adjutant general is to plan the forward movement of replacements so that the allotment for each regiment, classified so far as practicable, goes to that regiment. Whether replacements will move direct to the regiments, or through division headquarters for purposes of classification and assignment, will be determined by higher authority. Plans must be made by G-4 for transporting and feeding replacements while on the way forward; and close coordination is required with G-3. Regiments will make sure that guides are available. The adjutant general will notify unit personnel officers of the number and time of arrival of expected replacements.

d. The impetus for *requisitioning* replacements is from front to rear, but the impetus for *filling the requisitions* is from rear to front. A replacement operation, initiated in the forward echelon by the adjutant general can succeed only if the replacements, when received at the rear echelon, are quickly and accurately assorted by classification and sent forward expeditiously by the assistant adjutant general or classification officer operating in the rear echelon. It may be advantageous to have replacements sent from the depot to division railhead, there to be broken into organizational groups and sent forward with ration trucks, or other available transportation. Or it may be more practical to have replacements come to the division rear echelon, to be forwarded from there. In any case, the classification officer will receive the replacements, check them against their W.D., A.G.O. Forms No. 20, which accompany them, send the men forward, and retain the forms 20 in the files of the rear echelon.

e. Constant liaison should be maintained between division and regimental adjutants, so that requisitions for replacements can be expedited, even though the usual channels of communication are not available. Reports of casualties, as determined from the morning reports, must be kept up to date, and should be checked with the casualty reports of the division surgeon. The reports of the surgeon will not reveal the kinds of specialists required, but will serve as a check on the total number of replacements required.

f. Unless the exigencies of combat make it impossible, there should be daily personal contact between the adjutant general

(or G-1) in the forward echelon and the assistant adjutant general (or adjutant general) in the rear echelon.

*g.* While other staff officers, as indicated above, are responsible for transporting, routing, and feeding replacements, the adjutant general is charged with the coordination of the operation and is responsible for the replacements actually being delivered to their units. Every care must be taken to insure the speedy filling of requisitions. Replacements must not be "too little, and too late." Informal requisitions should be made, when necessary, by telephone and radio, to be confirmed later by formal requisition.

## CHAPTER 10

## ADMINISTRATION IN LARGE INSTALLATIONS

**126.** In addition to divisions, army corps, armies, and other tactical organizations, there are many installations in the zone of the interior to which adjutants general and officers of other arms and services will be assigned as administrative officers. Such installations include reception centers, replacement training centers, depots, posts, camps, and stations, general and special service schools.

**127.** The principal difference between administration in tactical and nontactical installations is that, in a tactical unit a primary consideration in organizing and operating the administrative echelon must always be mobility; whereas in nontactical installations the administrative officer generally has more latitude in determining physical arrangement, physical equipment, and housing. Administration becomes more definitely a service activity, but its primary functions do not differ materially from the administrative functions in a tactical unit. It is still the management of affairs, the management of men, and record keeping.

*a.* For example, under the present operating plan of the Army, posts, camps, and stations are installations of the zone of the interior, with the post commander directly under the War Department or corps area commander. The personnel assigned for post operation is called the post and station complement, and is generally a unit of the corps area service command. Tactical units within the post, camp, or station are units of the field forces, operating under the commander of the field forces. The post commander operates supply installations and utilities which serve the tactical units, but are not a part of the tactical units, nor under the control of the tactical commanders.

*b.* Under this plan of operation, tactical troops are freed from "housekeeping" functions, thus retaining a greater degree of mobility, and permitting the purely tactical training and employment of all of the officers and men of the unit. When the tactical organization is called upon to take the field, it moves out as a unit, leaving the post and station complement to continue its operation of the housekeeping installations of the post.

**128. a.** Post, camp, and station installations usually include post headquarters, as the command and management group, the post quartermaster, finance, medical, signal, engineer, and ordnance units, such utilities as laundry, bakery, stockade or guardhouse, interior military police, and such other installations as may be authorized for service to tactical organizations which are domiciled within the post. Post installations of the character

described are fixed installations, and require their own operating personnel.

b. The post commander is provided with a staff, whose functions parallel those of the staff of a tactical division, or other large tactical organization. It is not called a general or special staff, and does not, as a rule, include officers of the General Staff Corps. Posts, camps, and stations may be commanded by general officers. This is usual with replacement training centers, though not usual at posts where tactical divisions are stationed.

c. The administrative personnel provided for posts, camps, and stations varies with the size of the installation and the number of troops to which the post and station installations furnish service. In some cases, such as a large cantonment in which 2 or more tactical divisions are stationed for training, there may be 2,000 or more men in the post and station complement; whereas in a depot, or service school, the post and station complement may be only 100 or more men. In either case the administrative function is the same.

d. The adjutant general or other officer assigned as adjutant of a post, camp, station, reception center, or replacement training center has essentially the same problems as those which confront the adjutant general of a division, or the adjutant of a regiment, except for the tactical considerations which influence the organization of the adjutant general's office in a division, or the adjutant's office in a regiment.

e. The management of affairs, or business management of a post, is larger in volume than in the case of a tactical organization; personnel management is of lesser volume, but not less important, than in a tactical organization; and the record keeping differs only in the type of records which constitutes the larger volume.

f. Consider a hypothetical case of a post complement consisting of 1,200 men and 200 officers. There will be a service unit, corresponding roughly to the headquarters company of a division. This unit will furnish the personnel for administrative duties at post headquarters. The quartermaster detachment will consist of several hundred men—probably 450 or 500; the signal detachment will probably have 100 or 150 men; the medical detachment which operates the station hospital may consist of 80 or 90 officers, 50 or 60 nurses, and 200 enlisted men; with the balance about equally divided between the engineer detachment, the ordnance detachment, the military police detachment, and the finance department detachment.

g. All of these individuals, whether organized into companies, battalions, or detachments, have their basic administrative problems. For each, post headquarters is the next higher administrative unit. Within the post, therefore, the logical ar-



rangement for handling personnel administration and record keeping is through the medium of an administration center, where all unit personnel sections are gathered together under one roof, and under the control of an officer known as the post personnel officer. Where there are separate battalions as part of the post and station complement, they have their own unit personnel sections. These unit personnel sections, supplemented by a company clerk from each company or detachment in the post and station complement, are grouped at post headquarters and thus form an administration center. The basic personnel administrative problems and procedures are the same as those described for the division. By operating a post administration center, the post adjutant is able to effect a closer control, and an economy of space and personnel.

*h.* Such an administration center operates on the same principal as a unit personnel section of a regiment, and performs the function of the personnel section of the post headquarters, in checking and reviewing the reports of the several unit personnel sections subordinate to it.

**129.** The post or station commander usually has an executive officer as the principal member of his staff, whose functions correspond to those of the chief of staff of a larger tactical organization. The quartermaster, surgeon, disbursing officer, signal officer, ordnance officer, and engineer officer are members of the staff, although they may also command their respective detachments, companies, or battalions.

**130.** The post adjutant, and his assistants, have problems of human relationship which demand of them the exercise of much tact and urbanity. This problem concerns the relations between post administrative officers and the administrative officers of the tactical units stationed at the post. Frequently there may be one or more tactical commanders of the grade of major general, whereas the post commander may be only a colonel or a lieutenant colonel. Each of the two commanders has his separate function. Under normal and usual conditions, the senior line officer present for duty at a post, camp, or station would command the post, but under the present operating plan, the War Department designates the post commander. The post commander's function is just as important as that of the tactical commander. Both should understand that fact, and their respective staffs should thoroughly understand the peculiar relationship. Neither commander nor staff should wish or be permitted to trespass upon the prerogatives of the other. Every effort must be made by both commanders and by their staff officers to prevent a spirit of antagonism from arising. Both commands are vitally necessary, and they should function harmoniously and to their mutual benefit.

**131.** The post adjutant should take the initiative in estab-

lishing close and cordial liaison between the staffs of the tactical headquarters and his own headquarters. He should constantly impress upon his assistants, both commissioned and enlisted, the doctrine that the role of the post installations is that of service, and that such service should be rendered promptly, cheerfully and to the utmost degree. It often happens that the post and station complement contains a considerable number of older and more experienced noncommissioned officers than the more recently organized tactical organizations. In the relationship between the two groups friction may develop, unless the members of both groups understand their functions toward each other. To bring about such an understanding on the part of the post personnel is a duty of the post adjutant, and in this respect he can be of great service to his own commander, as well as to the tactical commanders on his post.

**132.** Within the post complement, the chain of command runs from the post commander to the commanders of the several service elements, such as the quartermaster, who has both a staff and a command relationship to the post commander. As the quartermaster, he is a member of the staff; and he usually is also commanding officer of the quartermaster personnel which makes up the quartermaster detachment, company, or battalion. The surgeon is commanding officer of the station hospital, and is also a member of the staff of the post commander; the same rule applies to the officers heading the activities of the other services, such as signal, engineer, ordnance, and finance.

**133.** The channel of communication between the tactical commanders and the post service elements, should always pass through the post commander. While a division quartermaster, who draws supplies for his division from the post quartermaster, should have a close and cordial personal relationship with the post quartermaster, all official communications between them should pass through post headquarters. Requisitions for supplies or services, submitted to the post quartermaster by a division quartermaster, should be approved or disapproved by the post commander. The same principle applies to all elements of the post complement. The station hospital cares for patients who are members of the tactical divisions, sent by the unit medical officers to the station hospital; but all official communications between the division commander and the post surgeon should pass through the post commander. The post surgeon, like the post quartermaster, is responsible directly to the post commander, and his decisions and actions are subject to the review of the post commander.

**134.** The post headquarters is sometimes the channel of communication between the corps area headquarters and the tactical units on matters of supply and personnel procurement.

In such cases, as well as in local correspondence, there arises the question of authentication of correspondence going from the post commander to the tactical commanders who are senior in rank, but who do not bear a command relation to the post commander. All such authentications, when signed by the post adjutant should be "For the Post Commander," and not "By order of." Post orders, post regulations, and other directives primarily affecting post administration should be authenticated as prescribed in Army Regulations for orders and directives. Enough copies of post orders, memorandums, and bulletins should be furnished the tactical units to permit distribution down to and including whatever echelon may be affected. Personnel of tactical units are bound by those post orders and directives which properly have to do with post administration, police, fire regulations, traffic regulations, and so forth. The manner in which such matters will be promulgated to the tactical troops is one to be decided by the tactical commanders concerned. One method is to work out an agreement with the tactical commanders to have post directives as apply to all troops on the post, such as post regulations, fire orders, traffic regulations, and other standing orders, transmitted to the organizations of the tactical divisions or other units by indorsement. Such an indorsement might be placed on the mimeographed copies of the post publication by rubber stamp, or by mimeograph. A good form for such an indorsement would be—

1st Ind.

Hq 20th Inf Div, Fort Dix, N. J., June 1, 1941.—To All Concerned.  
For the information of, and compliance by, this command.

By command of Major General WINSLOW:

(s) Henry A. Adams

HENRY A. ADAMS,

*Lieutenant Colonel, Adjutant General's Department,  
Adjutant General.*

135. The post adjutant should be thoroughly familiar with all of the provisions of AR 210-10. This regulation, which was issued after the policy of separating the field forces and corps areas, covers in detail the duties of post commanders in the administration of their posts. AR 210-50 covers unit and similar funds; AR 210-60 covers the operation of post messes; and AR 210-65 covers the operation of exchanges. While these regulations are so written as to cover the purely post administration when the post commander is also the commander of tactical units within the post, it also covers those cases where the post commander does not command the tactical units.

136. There are a number of administrative functions which fall to the post commander, and which have to do with all personnel on the post, including those enlisted men and officers who are mem-

bers of tactical organizations; for example, only the post commander may authorize enlisted men to mess separately. Hence those enlisted men of the tactical organizations, who have been given permission by their respective commanders to mess separately, can do so only on post orders. The normal procedure is for the tactical commander to furnish the post commander with a list, by name, grade, organization, and Army serial number of the men to whom it is desired this privilege be granted, with the request that the post commander issue the necessary orders.

**137.** While the division disbursing officers of tactical divisions are usually disbursing officers in their own right, it may be that in some situations the division disbursing officers are delayed in receiving authority to make disbursements, in which case the post disbursing officer would disperse for the division. Where this situation exists, the post commander, rather than the division commander, would issue the order detailing agent officers for the payment of troops of the several organizations.

**138.** Still another case where the post commander normally exercises a function which has to do with personnel not directly under his command is in the case of payment of rental allowance to officers, and of assignment of public quarters. The assignment of quarters is fixed by regulation as a function of the post commander. However, during the present war this is a matter which will not ordinarily prove any considerable problem, since most of the tactical divisions are stationed at cantonment posts, where public quarters for officers with families are not available. In certifying pay vouchers of officers, however, the rule that the post commander must make the required certificate may be somewhat relaxed. Where there is a large number of officers on the post and the certification by the post commander would become burdensome and impractical, the authority to certify pay vouchers of officers may be delegated, by order or by letter, to commanders of divisions, regiments and separate battalions.

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# ADMINISTRATION

## APPENDIX I

### SPECIMEN ORDERS

HEADQUARTERS-----DIVISION

Fort -----

July 10, 1941.

#### E X T R A C T

SPECIAL ORDERS{  
No. -----}

12. In compliance with radiogram 345 x 7, Headquarters First Army, dated July 10, 1941, Sergeant GEORGE C. TODD, 7434986, ----- Quartermaster Battalion, will proceed without delay from this station to Holabird, Md., reporting upon arrival to the Commanding Officer, Holabird Motor Transport School, for temporary duty as a student, the Motor Mechanics School. Upon completion of this temporary duty, Sergeant TODD will return to his proper station. The Quartermaster Corps will furnish the necessary transportation. It being impracticable for the Government to furnish cooking facilities for rations en route, the Finance Department will pay, in advance, the monetary allowance in lieu of rations, as prescribed in paragraph 2a, Table II, AR 35-4520, at the rate of \$2.25 per man per day for one man for one and one-third (1½) days. The travel directed is necessary in the military service, and is chargeable to FD -----.

By command of Major General DOE:

RICHARD ROE,  
Colonel, General Staff Corps,  
Chief of Staff.

OFFICIAL:

HENRY A. ADAMS,  
Lieutenant Colonel, Adjutant General's Department,  
Adjutant General.

HEADQUARTERS-----DIVISION

Fort -----

July 10, 1941.

SPECIAL ORDERS{  
No. -----}

1. Verbal orders of the Commanding General appointing a board of officers under the provisions of paragraph 1c(4)(b), AR 345-415, for the purpose of investigating the facts and circumstances leading up to and surrounding the accident in which Sergeant JOHN L. MARTIN, 7790114, ----- Infantry was injured, and directing the board to proceed by Government motor transportation to the scene of the accident, near Camden, S. C., are hereby confirmed and made of record, the urgency being such as to preclude the issuance of written orders in advance. The proceedings of the board, and its report, together with all exhibits, will be in accordance with the provisions of AR 420-5. The travel directed is necessary in the military service, and is chargeable to FD -----.

*Detail for the Board:*

Major JOHN H. RANGER (O-445652), ----- Infantry.

Captain RALPH C. CHESTER (O-4653421), M. C.

1st Lieut. ROBERT A. JACKSON (O-4765432), ----- Infantry.

The junior member of the board, other than the medical officer, will act as recorder.

By command of Major General DOE:

RICHARD ROE,  
Colonel, General Staff Corps,  
Chief of Staff.

OFFICIAL:

HENRY A. ADAMS,  
Lieutenant Colonel, Adjutant General's Department,  
Adjutant General.

## APPENDIXES

### HEADQUARTERS-----DIVISION

Fort -----  
July 10, 1941.

#### E X T R A C T

SPECIAL ORDERS{  
No. -----}

8. Under the provisions of paragraph 6a(1), AR 605-115, leave of absence for a period of ten (10) days, effective on or about July 15, 1941, is granted Captain RICHARD A. HOLMES, Infantry (O-402119).

By command of Major General DOE:

RICHARD ROE,  
*Colonel, General Staff Corps,*  
*Chief of Staff.*

OFFICIAL:

HENRY A. ADAMS,  
*Lieutenant Colonel, Adjutant General's Department,*  
*Adjutant General.*

## APPENDIX II

### LIST OF ARMY REGULATIONS

A list showing the base number of Army Regulations for use as a guide in finding the proper regulation when a detailed index is not available.

#### Base No.

1	-----	Army Regulations
5	-----	The Assistant Secretary of War
10	-----	General Staff
15	-----	Adjutant General's Department
20	-----	Inspector General's Department
25	-----	Judge Advocate General's Department
30	-----	Quartermaster Corps
35	-----	Finance Department
40	-----	Medical Department
45	-----	Ordnance Department
50	-----	Chemical Warfare Service
60	-----	Chaplains
70	-----	Chiefs of Combatant Branches
75	-----	Infantry
80	-----	Cavalry
85	-----	Field Artillery
90	-----	Coast Artillery Corps
95	-----	Air Corps
100	-----	Corps of Engineers
105	-----	Signal Corps
130	-----	National Guard
140	-----	Officers' Reserve Corps
145	-----	Reserve Officers' Training Corps
150	-----	Enlisted Reserve Corps
155	-----	Regular Army Reserve
160	-----	Armies
170	-----	Corps Areas, Departments, etc.
210	-----	Posts, Camps, and Stations
220	-----	Organizations
235	-----	Regiments
240	-----	Battalions
245	-----	Companies
250	-----	Bands
260	-----	Flags

## ADMINISTRATION

### *Base No.*

265	-----	Tactical and Training Inspections
270	-----	Ports of Embarkation and Debarkation
300	-----	Maps and Mapping
310	-----	Military Publications
340	-----	Correspondence
345	-----	Military Records
350	-----	Military Education
380	-----	Safeguarding Military Information
420	-----	Boards of Officers for Conducting Investigations
500	-----	Employment of Troops
600	-----	Personnel
605	-----	Commissioned Officers
610	-----	Warrant Officers
615	-----	Enlisted Men
620	-----	Civilian Employees
700	-----	Supplies
730	-----	Allowances
740	-----	Competition in Arms
750	-----	Range Regulations for Firing Ammunition in Time of Peace
760	-----	Targets and Target Equipment
775	-----	Qualification in Arms and Ammunition Training Allowances
850	-----	Miscellaneous



# APPENDIXES

## APPENDIX III

### LIST OF BOARDS

Type of Board	Who appoints	Applicable Army Regulations			Number of copies	Distribution
		Par.	Sub-par.	AR		
Classification and Reclassification of Officers	War Department Commanders of — GHQ Army Corps Air Force Combat Command Armored Force Corps Area Department	8		605-230 (tentative)	As pre- scribed in order appoint- ing board.	As prescribed in order appointing board.
Promotion of Officers	War Department Commanders of — GHQ Air Force Combat Command Army Corps	65	a and b	605-40 and MR 1-3	As pre- scribed in order appoint- ing board.	As prescribed in order appointing board.
1. Regular Army (Peacetime)	War Department Commanders of — GHQ Air Force Combat Command Army Corps	69	a and b	140-5 and 140-15 and MR 1-3		
2. Reserve Officers (Peacetime)						
Retiring Board	War Department	4	a and b	605-250	1	To The Judge Ad- vocate General.
Aircraft accidents	Local commander			95-120		As required for report of survey.
Buildings Damaged or Destroyed	Post Commander	18	e	210-10	3	1 — A.G.O. 1 — Corps Area 1 — File
Damage to Property	Post, division, or regimental commander	14		35-6640	3	1 — A.G.O. 1 — Corps Area 1 — File
Death (including suicide)	Post or division commander	18 27		600-550	3	2 — A.G.O. 1 — File (Thru channels)
Discharge of Enlisted Men	Post, division, or regimental commander	4 and 9	b (2)	615-360	3	2 — A.G.O. 1 — File (Thru channels)
Discharge of Enlisted Men, (Board of Review)	Post, division, or regimental commander	10	d (1)	40-100	3	2 — A.G.O. 1 — File (Thru channels)
Line of Duty Status in Case of Injury	Post, division, or regimental commander	1	c (4) (a) and (b)	345-415	3 3	2 — A.G.O. 2 — A.G.O. (Thru channels)
Claims Against the United States	Post or division commander			35-7020 35-7030 35-7040 35-7050	5	3 — Chief of Finance 1 — Corps Area 1 — File (Thru channels)

## ADMINISTRATION

### APPENDIX IV

#### CHECK LIST FOR BOARDS

The following check list applies to the majority of boards and should be used as a final check of the report of proceedings:

1. Is copy of orders which appointed the board attached as an exhibit?
2. Are dates, hours, and places of all meetings shown?
3. Are members of board accounted for as present and absent?
4. Were the members of the board sworn? (Regulations do not require that members of all boards be sworn but do not enjoin against swearing in any case; and accordingly, it appears good practice to have members of all boards sworn.)
5. Was at least one member of the board a medical officer? (Necessary in cases of injury, illness, or death.)
6. Was the individual concerned present at open meeting, and at the hearing of the evidence? If he was not present, does the record clearly state the reasons for his absence?
7. Did he have counsel; and if so, was counsel present?
8. Was the order appointing the board and the substance of the regulations under which the board convened, read to him?
9. Did the individual concerned object to any member of the board? (If he did object, the record should indicate both the fact of objection and the final action taken in reference to the objection. If he made no objection, that fact, too, should be in the record.)
10. Was he permitted to examine and cross-examine witnesses, submit evidence, testify, or make a statement, submit a brief? Does the record so indicate?
11. Were all witnesses who gave evidence before the board properly sworn?
12. Are all copies of each document, etc., properly authenticated?
13. Does the record indicate whether or not premises, places, or property were visited and inspected by the board?
14. Does it appear from record that all witnesses concerned as having knowledge of the matter under investigation have been called?
15. Does the record contain full statement from the commanding officer of the individual concerned as to duty status at time of injury or death, including time, dates, etc., in full as bearing on same, or a properly authenticated extract of the morning report appended as an exhibit?
16. Does the record, in the case of death or injury boards, clearly indicate dates and time of all examinations by civilian physicians, and medical officers, statements as to sobriety, and as to diagnosis of injuries as made by each such medical man, including statements concerning time and dates of all admissions to hospitals, if any, both civilian and military?
17. If the evidence indicates a condition of intoxication, do proceedings find such condition to have been a proximate or remote cause of injury or death, or not?
18. Do the findings cover each essential fact required by the order appointing the board or the regulations under which the board was appointed?
19. Does the evidence support each finding; and are the findings in proper form and specific as to places, dates, persons, and events?
20. Are the recommendations consistent with the findings, and do the recommendations cover each requirement of the order or regulations?
21. If there is a dissenting minority opinion, are the reasons for the same set forth?
22. Are proceedings signed by all members present; and if there were adjournments, is each such signed by recorder?
23. If the board was appointed by a subordinate commander, is the action of such appointing authority shown?

## APPENDIXES

### APPENDIX V

#### SPECIMEN REPORT OF INVESTIGATION

537.5—Accident 1st Ind. TAD/omk  
Hq. 100th Inf., Fort Dix, N. J., July 10, 1941.—To: 1st Lt. Edward J. Day  
(O-204585), 100th Inf.

1. For investigation and report under the provisions of paragraph 17b, AR 850-15.

2. The report of investigation and all exhibits will be submitted in quadruplicate. All copies of the report of investigation and the exhibits will be signed.

3. The investigating officer will obtain from Mr. Willis R. Macy, 462 Elwin St., Camden, N. J., a statement as to whether or not he intends to make a claim against the Government. In the event that Mr. Macy indicates his intention to make a claim against the Government, the investigating officer will request him to execute five copies of Standard Form No. 28, Claim for Damages, and will submit the five copies of Standard Form No. 28, together with five signed copies of all exhibits to the report of investigation, in addition to those copies attached to the report of investigation.

By order of Colonel ATWATER:

/s/ Thomas A. DuBois  
THOMAS A. DuBOIS  
Captain, 100th Infantry,  
Adjutant.

NOTE.—The Driver's Report of Accident, Standard Form No. 26, constitutes the basic document to which this indorsement is made. The Form 26 is carried by all drivers, and they are required to fill it out and submit it to their immediate commanding officers immediately after an accident. The organization commander then delivers it to the regimental adjutant informally, but immediately. This indorsement is the authority of the investigating officer to make the investigation required by paragraph 17b, AR 850-15. The investigating officer will do well to retain, for his own file, a copy of the investigation and all exhibits.

#### FORT DIX, NEW JERSEY

*July, 11, 1941.*

SUBJECT: Report of investigation, motor vehicle accident.

To: The Commanding Officer, 100th Infantry, Fort Dix, N. J.

1. In compliance with 1st indorsement, Headquarters 100th Infantry, July 10, 1941, submitted herewith is report of investigation of a motor vehicle accident involving Government-owned vehicle, Chevrolet truck No. 94487, assigned to Company C, 100th Infantry, and a privately owned motor vehicle owned by Mr. Willis R. Macy of Camden, New Jersey, and driven by Mr. Willis R. Macy, Camden, New Jersey, which occurred at about 4:10 P.M. on July 9, 1941, on Highway No. 130 at a point about five miles north of Camden, New Jersey.

2. This investigation includes the following documentary evidence with Exhibits A to F, each in quadruplicate:

Driver's Report of Accident, Form No. 26.

Investigating Officer's Report, Form No. 27.

Statement of Pvt. Willie D. Killen. Exhibit "A"

Statement of Sergeant John L. Martin. Exhibit "B"

Statement of Captain Paul M. Knight, 100th Inf. Exhibit "C"

Statement of 1st Lt. James A. Kilpatrick, M.C. Exhibit "D"

Statement of Mr. Willis R. Macy. Exhibit "E"

Statement of Nicholas F. Carter, Major, Q.M.C.,

Division Motor Transport Officer. Exhibit "F"

#### 3. FACTS:

The Government-owned motor vehicle, Chevrolet truck No. 94487, was proceeding on official business from Company C, 100th Infantry, Fort Dix, New Jersey, to Camden, New Jersey, on July 9, 1941, at or about 4:10 P.M. when at a point on Highway No. 130 about five miles north of Camden, New Jersey, it collided with privately owned motor vehicle owned by Mr. Willis

## ADMINISTRATION

R. Macy of Camden, New Jersey, and driven by Mr. Willis R. Macy, of Camden, New Jersey. The Government motor vehicle was driven by Private Willie D. Killen, 8442724, Company C, 100th Infantry, 20th Division, Fort Dix, New Jersey.

### 4. FINDINGS:

- a. The accident occurred as stated above.
- b. Weather conditions were sunny and clear.
- c. The driver of Government truck No. 94487 was not under the influence of alcohol or narcotics.
- d. The driver of the privately owned motor vehicle was not under the influence of alcohol or narcotics.
- e. The brakes on Government truck No. 94487 were in good condition and were operating properly.
- f. The lights on Government truck No. 94487 were in good condition and were operating properly.
- g. The brakes on the privately owned motor vehicle were in good condition and operating properly.
- h. The lights on the privately owned motor vehicle were in good condition and operating properly.
- i. The speed of Government truck No. 94487 just before the time of the accident was about 30 miles per hour and at the time of accident the forward motion of Government truck had practically ceased. (See Exhibit "A," statement of driver.)
- j. The speed of the privately owned vehicle at the time of the accident was 10 miles per hour. (See Exhibit "A" and "E," statement of driver and Mr. Willis R. Macy.)
- k. The accident was caused by no fault or neglect of the driver of Government motor vehicle. From statement of witnesses the driver of Government truck No. 94487 was over on extreme right of road and the driver of the civilian-owned automobile was not on his side of the road; thus the civilian-owned automobile struck Government truck No. 94487.
- l. The accident was caused wholly or in part by the negligence of the driver of the privately owned vehicle. (See Exhibit "A," "B," and "E," Statements of Witnesses.)
- m. The damage to Government truck No. 94487 was as follows: Crushed right headlight assembly, damaged radiator grill, crushed left rear fender. The cost of repairs to Government truck No. 94487 is Eighteen Dollars and thirty-nine cents (\$18.39). (See Exhibit "F," Statement of Division Motor Transport Officer.)
- n. The damage to the privately owned vehicle was nothing. (See Exhibit "E," Statement of Mr. Willis R. Macy.)

### 5. RECOMMENDATIONS:

- a. That Private Willie D. Killen (8442724) be not held pecuniarily liable for the cost of repairs to Government motor vehicle.
- b. That the Government motor vehicle, Chevrolet 1½-ton truck No. 94487 be repaired at Government expense at the Quartermaster Motor Repair Shop and returned to service.
- c. That the responsible officer, Captain Paul M. Knight, 100th Infantry, submit a Report of Survey (W.D., A.G.O. Form No. 15) concerning damaged parts of the Government motor vehicle.
- d. That the Government enter a claim against Mr. Willis R. Macy, 462 Elwin Street, Camden, New Jersey, for \$18.39 representing the cost of repairs to Government motor vehicle, Chevrolet 1½-ton truck No. 94487.

/s/ Edward J. Day  
EDWARD J. DAY  
1st Lieutenant, 100th Infantry,  
Investigating Officer.

## APPENDIXES

Testimony of Private Willie D. Killen, (8442724), Company C, 100th Infantry.

Having been read AW 24 and his rights thereunder explained to him, Private Willie D. Killen, (8442724), Company C, 100th Infantry, deposed as follows:

My name is Private Willie D. Killen, (8442724), Company C, 100th Infantry, and I am assigned duty as regular driver of truck No. 94487. On the afternoon of July 9, 1941, Sergeant John L. Martin came to me and told me that the Captain had directed him to take the truck, that is truck No. 94487, with me as driver, and go to Camden and pick up some supplies and bring them back to the Company here at Fort Dix. We left here, the Company, at about 3:15 P.M. and started for Camden. We drove on Southeast on Highway No. 130, until we were at a point about five miles north of Camden, New Jersey, without anything unusual happening; but then I noticed *a car coming North and when it was nearly to us, it looked like it was coming over on our side of the road; and it did come over. I hollered to Sergeant Martin to look out and pulled over toward the ditch, and the other car just managed to hit my back fender. The other car was not going so fast and neither was I. I had just looked at my speedometer and was making around 30 miles an hour, and I suppose the other car was making about the same; that is what I estimated his speed to have been. He hit my left rear fender with a part of his bumper and my right headlight got smashed and the radiator grill broken. I was over on my side of the road all the time, and the other car was over on his side until he was a little way from me, and then the other car started over toward me and kept on coming. I pulled over on the shoulder of the road and put on my brakes and was about stopped when the other car hit my back fender and pushed me against the bank, and the other car had about stopped too. I had blown my horn when I saw he was coming over toward me, and I guess he blew his too. My brakes were in good order; my lights were all right but were not burning; the sun was shining; the road was dry and smooth. The driver of the other car, Mr. Macy, told us after we got stopped that his steering gear must have locked on his car, and that it was all his fault, and he was sure glad no more damage was done. I had not been drinking, and to the best of my knowledge neither had Sergeant Martin.*

Further deponent sayeth not:

/s/ Willie D. Killen  
Willie D. Killen (8442724),  
Pvt. Co. C  
100th Infantry

Sworn to and subscribed before me this 10th day of July, 1941.

/s/ Edward J. Day,  
EDWARD J. DAY,  
1st Lieut., 100th Infantry,  
Investigating Officer.

### Exhibit A

NOTE.—The italicized portions of testimony pertain to matters which should be brought out, and are italicized here for the purpose of illustration only.

Testimony of Sergeant John L. Martin (7790114), 100th Infantry.

Having been read AW 24 and his rights thereunder explained to him, Sergeant John L. Martin (7790114), 100th Infantry, deposed as follows:

My name is Sergeant John L. Martin, Company C, 100th Infantry, and I am now in Station Hospital, Fort Dix, where I am being treated for injuries which I received when truck 94487 and an automobile owned and operated by Mr. Willis R. Macy, a civilian, collided on Highway No. 130, about 5 miles north of Camden, New Jersey, on July 9, 1941, at about 4:00 P.M.

I had been directed by my Captain, Captain Paul M. Knight, to take truck 94487 and go to Camden, pick up some supplies and bring them back to the Company. I got the driver, Pvt. Willie D. Killen, and we left about 3:15 P.M. We got up the road to about 5 miles north of Camden, when Pvt. Killen hollered to look out, and he started to pull over toward the ditch. I saw a car which was going north on the road coming over toward us.

## ADMINISTRATION

About that time we stopped, and I hit my head and hurt my back and wrist. Although I did not realize it at that time, for I was knocked out.

After I came to, I heard the party who was driving the other car, Mr. Macy, say it was not our fault but that his steering gear seemed to have locked and that Private Killen had done some good driving. I wasn't under the influence of liquor, and I know Private Killen wasn't.

Further deponent sayeth not:

/s/ John L. Martin  
John L. Martin (7790114)  
*Sgt., Co. C, 100th Infantry.*

Sworn to and subscribed before me this 10th day of July, 1941.

/s/ Edward J. Day  
EDWARD J. DAY  
*1st Lieut., 100th Infantry,  
Investigating Officer.*

Exhibit B

Testimony of Captain Paul M. Knight (O-4672423), 100th Infantry.

Having been read AW 24 and his rights thereunder explained to him, Captain Paul M. Knight (O-4672423), 100th Infantry, deposed as follows:

My name is Paul M. Knight, Captain, 100th Infantry, commanding Company C, stationed at Fort Dix, N. J. On the afternoon of July 9, 1941, I directed Sergeant John L. Martin (7790114) to take truck No. 94487, with driver, proceed to Camden, N. J., pick up certain supplies and return to the Company. Later on that same afternoon I was informed that the truck in which Sergeant Martin was riding had been involved in an accident and that Sergeant Martin had been injured. Sergeant Martin was engaged in carrying out an official order at the time of his injury.

Further deponent sayeth not:

/s/ Paul M. Knight  
Paul M. Knight  
*Captain, 100th Infantry,  
Commanding Company C.*

Sworn to and subscribed before me this 10th day of July, 1941.

/s/ Edward J. Day,  
Edward J. Day,  
*1st Lieut., 100th Infantry,  
Investigating Officer.*

Exhibit C

Testimony of 1st Lieutenant James A. Kilpatrick (O-4768522), M. C.

Having been read AW 24 and his rights thereunder explained to him, 1st Lieutenant James A. Kilpatrick (O-4768522), M. C., deposed as follows:

My name is James A. Kilpatrick, 1st Lieutenant, Medical Corps, stationed at the Post Hospital, Fort Dix, N. J. On the 9th day of July, 1941, at about 5:00 P.M. I was called upon in my official capacity to examine and treat a soldier who was admitted for treatment of injuries said to have been occasioned by a motor vehicle accident. The soldier's name, I learned, was Sergeant John L. Martin (7790114), Company C, 100th Infantry. During my examination and treatment, I saw no evidence of intoxication or use of narcotics.

Further deponent sayeth not:

/s/ James A. Kilpatrick  
James A. Kilpatrick,  
*1st Lieutenant, M.C.*

Sworn to and subscribed before me this 10th day of July, 1941.

/s/ Edward J. Day  
EDWARD J. DAY  
*1st Lieut., 100th Infantry,  
Investigating Officer.*

Exhibit D

## APPENDIXES

Testimony of Mr. Willis R. Macy, 462 Elwin Street, Camden, New Jersey.

Having been read AW 24 and his rights thereunder explained to him, Mr. Willis R. Macy deposed as follows:

My name is Willis R. Macy. I am a contractor, and I live at 462 Elwin Street, Camden, New Jersey. On the afternoon of July 9, 1941, at about 4:10 P.M. I was driving my Oldsmobile automobile North on Highway No. 130 and proceeding at a moderate rate of speed. I was making about 30 miles an hour at the time. All of a sudden my steering gear seemed to lock, and I found myself turning left over into the path of the truck. The driver of the truck pulled over and went into the ditch just as my bumper touched his left rear fender. I had about stopped my car when I hit the truck and could not have been running faster than 10 miles an hour. I got out of my car and went back to the truck and helped take a soldier out of the cab of the truck who was knocked out, whose name I learned was Sergeant John L. Martin. I did not see any evidence of intoxication or smell any odor of liquor on either of the soldiers. The army truck was in no way responsible for this accident and I think the quick thinking of Private Killen, the driver, prevented a serious accident. I was not under the influence of any intoxicants or narcotics. The brakes and lights on my car were in good order. I am thankful Sergeant Martin's injuries are no more serious than they are; and further, I do not intend to make a claim against the Government.

Further deponent sayeth not:

/s/ Willis R. Macy

Willis R. Macy,

462 Elwin Street, Camden, New Jersey,

Sworn to and subscribed before me this 10th day of July, 1941.

/s/ Edward J. Day,

EDWARD J. DAY

1st Lieutenant, 100th Infantry,

Investigating Officer.

Exhibit E

Testimony of Nicholas F. Carter (O-425712), Major, Q.M.C., Division Motor Transport Officer, 20th Infantry Division, Fort Dix, N. J.

Having been read AW 24 and his rights thereunder explained to him, Major Nicholas F. Carter, Q.M.C., Division Motor Transport Officer, 20th Infantry Division, deposed as follows:

My name is Nicholas F. Carter, Major Q.M.C., Division Motor Transport Officer, 20th Infantry Division, stationed at Fort Dix, New Jersey. I have examined Chevrolet 1½-ton truck No. 94487 and find the cost of repairing the damages suffered as a result of a collision said to have occurred on July 9, 1941, to be as follows:

	<i>Materials</i>	<i>Labor</i>
1—Headlight assembly, right -----	\$ 6.84	\$1.10
1—Radiator grill (repairs) -----	3.80	2.60
1—Left rear fender (repairs to same) -----	1.15	2.90
	<hr/>	<hr/>
	\$11.79	\$6.60
Total material -----	\$11.79	
Total labor -----	6.60	
	<hr/>	
Total -----	\$18.39	

The above figures arrived at by listing all parts and materials at cost of same and labor charges at rate of \$1.00 per hour, the commercial rate for same.

Further deponent sayeth not:

/s/ Nicholas F. Carter

Nicholas F. Carter, Major, Q.M.C.

Division Motor Transport Officer,

Sworn to and subscribed before me this 10th day of July, 1941.

/s/ Edward J. Day

Edward J. Day,

1st Lieutenant, 100th Infantry,

Investigating Officer.

Exhibit F

## ADMINISTRATION

### REPORT OF INVESTIGATION AND BOARD PROCEEDINGS

#### *Explanation of example.*

1. The purely hypothetical accident which is the subject of the investigation illustrated herewith, and of the board proceedings, is typical of many such incidents which will confront administrative officers of almost every echelon. In the illustrative case, the decision to investigate rests with the regimental commander; the action is actually taken by the adjutant.

2. The question might naturally arise, why are both an investigation by a single investigating officer, and an investigation by a board of officers necessary in this case. The answer is that two distinct factors are involved; namely, damage to property and injury to personnel.

3. In the case of Sergeant Martin, it is necessary that his status, with regard to line of duty, be clearly and judicially established as soon after the accident as is possible. The injury is not serious; but if it were, or if it terminated fatally, then the rights of the soldier, or his surviving heirs, might be seriously affected, unless his line of duty status had been clearly established by a quasi-judicial investigation. AR 345-415, paragraph 1c(4)(b), sets forth the circumstances under which the surgeon's recommendation be made formally. As a matter of usual practice, a line of duty board almost invariably follows an accident in which a person in the military service is injured.

4. The damage to Government property concerns the officer who is accountable for this property, and the officer who is responsible. Three separate military agencies or activities are concerned: the Quartermaster Corps, which procures and is accountable for the property; the Finance Department, which paid for it, and which may have to pay the repair bills; and the Company Commander, both as the officer responsible for the property, and as the immediate commanding officer of the soldier in whose custody the vehicle had been placed at the time of the accident.

5. Consider the sequence of events which transpire after the accident has occurred and has been reported to the commanding officer of Company C, 100th Infantry:

a. The driver of the truck filled out and delivered to the company commander Standard Form No. 26, Driver's Report of Accident.

b. The commanding officer of Company C, Captain Knight, immediately took this report of accident to the regimental adjutant.

c. The adjutant dictated the 1st indorsement, shown in the illustrative case, directing 1st Lt. Edward J. Day to investigate the case "under the provisions of paragraph 17b, AR 850-15."

d. The adjutant then telephoned the station hospital and



## APPENDIXES

talked with the surgeon about Sergeant Martin. The surgeon agreed that there should be a Line of Duty Board to determine Sergeant Martin's line of duty status.

*e.* The adjutant then called the adjutant general of the division and told him the story, requesting that the division commander appoint a Line of Duty Board in the case. (It is assumed here that the division commander has issued a general order in which he reserves to himself the authority to appoint such boards.)

6. *a.* Having done the things described in paragraph 5*b*, the company commander is through with the accident for the time being. Later he will have something else to do about it.

*b.* The regimental adjutant, having requested the appointment of a Line of Duty Board, now awaits the receipt of the report of investigation from Lieutenant Day.

*c.* The division adjutant general has nothing else to do in the case until he receives the proceedings of the Line of Duty Board.

7. Now for a step-by-step analysis of the investigation. The investigation officer must determine the answer to certain vital questions:

*a.* Was the truck on an official mission? If so, by what authority?

*b.* Was the truck operated by a regularly assigned driver who held a permit as an operator of Government motor vehicles?

*c.* Was the truck proceeding at a legal and reasonable rate of speed?

*d.* Was it proceeding on the proper side of the road?

*e.* Conditions as to weather and road which might have had a bearing on the accident.

*f.* Was the driver of the Government vehicle under the influence of alcohol or narcotics at the time of the accident?

*g.* Was the accident due directly or indirectly to the fault or negligence of the driver of the Government motor vehicle?

*h.* Was the car which collided with the Government truck proceeding at a legal and reasonable speed?

*i.* Was the civilian car on the proper side of the road?

*j.* Was the driver of the civilian car under the influence of alcohol or narcotics at the time of the accident?

*k.* Was the accident the result, in whole or in part, of the fault or negligence of the driver of the civilian motor car, or of the mechanical failure of the civilian car?

*l.* Were the brakes and lights of both vehicles in good condition and operating properly at the time of the accident?

8. The investigation must be formal in character, and must follow a certain established mode of procedure, as laid down in AR 850-15. Every person concerned should be called upon to testify. Such testimony should be in the form of a written statement, and this written statement must be sworn to before a per-

## ADMINISTRATION

son competent legally to administer oaths in such cases (see AW 114). Every such statement must show that the person making the statement understands his constitutional right to decline to testify if such testimony will tend to incriminate or degrade him. This can best be made clear by reading to each witness, before he offers his testimony, the 24th Article of War.

9. The investigating officer should in all cases secure from a competent person an estimate of the cost of repairs to the Government motor vehicle. In this case, the most logical person to make this estimate is the motor transport officer, who operates the division motor repair shop.

10. Having examined the testimony of all pertinent witnesses, the investigating officer must then reach, independently, his findings of fact. These must be set forth clearly and concisely, and must be supported by the preponderance of the evidence. He must then make his recommendations and such recommendations should, in all cases, be consistent with the findings of fact, which in turn are based on the evidence. In any case in which the recommendations are not consistent with the facts, such discrepancy should be fully explained in the report of the investigating officer.

11. The recommendations should be definite as to whether the driver of the Government vehicle should be charged with the cost of repairs; also as to whether the driver of the civilian motor car should be called upon to pay for repairs to the Government vehicle. The investigating officer should also recommend what action, if any, should be taken by the responsible officer on whose accounts the Government motor vehicle is charged; also as to whether the Government vehicle should be repaired and returned to service.

12. The Line of Duty Board has to determine only one vital point; namely, was or was not Sergeant Martin in "line of duty" at the time of the accident. What questions must govern this determination? First, was the sergeant on a duly assigned military duty? (In this connection, it is not necessary that he be on a regularly assigned military mission at the time of the accident. A soldier on duly authorized leave of absence is "in line of duty" if he is not at the time of an accident engaged in willful misconduct which is a prime or contributing factor to such accident or to the resultant injury.) Was he or was he not under the influence of alcohol or narcotics at the time of the accident? If he was drunk, or had been drinking, the Board would be called upon to determine whether or not such drinking was or was not a contributing cause of the injury, or the accident which brought about the injury. In this case, since Sergeant Martin was not driving the vehicle, this question is not of immediate concern to the Board. Next, did Sergeant Martin, through care-

## APPENDIXES

lessness or neglect, either willful or accidental, contribute to or cause the accident which brought about the injury? An examination of the board proceedings herewith will answer all of these questions.

13. The example which is given here, concerning the determination of the line of duty status of an injured soldier, has been given in exaggerated detail for the purpose of illustration only. Ordinarily, where there is no question of the status of the individual at the time of injury, or death, the question of line of duty status is determined by the organization commander and the surgeon.

## APPENDIX VI

### SPECIMEN BOARD PROCEEDINGS

Fort Dix, New Jersey,  
*July 12, 1941.*

Proceedings of a board of officers which convened at Fort Dix, New Jersey, pursuant to paragraph 1, Special Orders No. 38, Hq. 20th Infantry Division, a copy of which is attached as Exhibit A.

The board met pursuant to the foregoing order at Fort Dix, N. J., at 1:00 P.M. on July 11, 1941.

Members present at meeting:

*Major John H. Ranger*, (O-445642) 100th Infantry.

*Captain Ralph C. Chester*, (O-4653421) M. C.

*1st Lt. Robert A. Jackson*, (O-4765432) 100th Infantry.

Members absent at each meeting:

NONE.

Each member of the board was sworn.

**PURPOSE:** To investigate the facts and circumstances leading up to and surrounding the injury received by *Sergeant John L. Martin*, 7790114, Company C, 100th Infantry, on or about July 9, 1941, and to determine the line of duty status of the soldier at the time of the accident.

Sergeant John L. Martin appeared before the board without counsel.

The order appointing the board and the substance of the regulations under which it was convened were read aloud by the recorder. Sergeant John L. Martin was asked if he desired to challenge any member of the board for cause and replied that he did not.

(In this case it was not considered either desirable or necessary to give advance written notification to Sergeant John L. Martin, of the fact of the convening of the board.)

Sergeant John L. Martin was questioned in the Station Hospital, Fort Dix, where he was receiving medical treatment for his injuries and in his presence, Captain P. M. Knight, 100th Infantry, Sergeant John L. Martin's organization commander, was questioned relative to the purpose of the duty. Sergeant John L. Martin was engaged in at the time he received his injuries. Sergeant John L. Martin was not present at the taking of the testimony of Mr. Willis R. Macy, the owner and operator of the automobile involved in the accident, such testimony of necessity being secured at Mr. Macy's place of business. This testimony was read to Sergeant John L. Martin and no exception was taken to the same. Otherwise, Sergeant John L. Martin was afforded full opportunity to cross examine adverse witnesses, to present evidence in his own behalf, to testify in person or submit a written statement, and to submit a brief.

The board met at the call of the president, Major John H. Ranger, 100th Infantry, went to the Station Hospital and took the testimony of Sergeant John L. Martin (7790114); and in the presence of Sergeant John L. Martin, Captain Paul M. Knight, 1st Lieutenant James A. Kilpatrick,

## ADMINISTRATION

and Private Willie D. Killen who had been called as witnesses, were sworn and testified. Sergeant Martin stated that he did not desire to cross examine either Captain Knight, Lieutenant Kilpatrick, or Private Killen on their testimony. The board then proceeded to 462 Elwin Street, Camden, New Jersey, where the testimony of Mr. Willis R. Macy was taken. Although there was nothing in Mr. Macy's testimony adversely affecting Sergeant Martin, such testimony was subsequently read to Sergeant Martin who stated that he did not desire to reply to same.

The circumstances of this matter not requiring the inspection of premises, place, or property, the board dispensed with such.

### FINDINGS:

The board having carefully considered the evidence before it finds:

1. That Sergeant John L. Martin (7790114) was injured in an accident involving car owned and operated by Mr. Willis R. Macy and Government vehicle, truck No. 94487, at about 4:00 P.M. on the afternoon of 9 July, 1941, at a point on Highway No. 130, about five miles north of Camden, New Jersey.

2. That Sergeant John L. Martin (7790114) was absent from his Company area and in the cab of Government vehicle, truck No. 94487, as the result of a direct order given him by his organization commander at about 3:10 P.M. on the afternoon of 9 July, 1941, and was engaged in carrying out such order at the time he received injuries; that Sergeant Martin would not have been away from his Company area longer than three hours except for the occurrence of this accident.

3. That it is the opinion of the board that the injury suffered by Sergeant John L. Martin (7790114) was incurred in line of duty, and not as a result of his own misconduct.

### RECOMMENDATIONS:

In view of the above findings the board recommends:

1. That the determination of the status of Sergeant John L. Martin, (7790114) as concerns his injury, be that same was incurred in line of duty and not as a result of his own misconduct.

The board adjourned at 5:15 P.M. on July 11, 1941.

/s/ John H. Ranger  
John H. Ranger,  
Major, 100th Infantry,  
(President)

/s/ Ralph C. Chester  
Ralph C. Chester,  
Capt., M.C.  
(Member)

/s/ Robert A. Jackson  
Robert A. Jackson,  
1st Lieutenant, 100th Infantry,  
(Recorder)

Exhibit A—Order appointing Board

Exhibit B—Testimony of Sergeant John L. Martin, 100th Infantry

Exhibit C—Testimony of Captain Paul M. Knight, 100th Infantry

Exhibit D—Testimony of 1st Lt. James A. Kilpatrick, M. C.

Exhibit E—Testimony of Mr. Willis R. Macy

Exhibit F—Testimony of Private Willie D. Killen, 100th Infantry.

### ACTION BY CONVENING AUTHORITY:

#### HEADQUARTERS 100TH INFANTRY DIVISION

Fort Dix, New Jersey,  
July 10, 1941.

### E X T R A C T

SPECIAL ORDERS{  
No. 38-----}

1. Under the provisions of paragraph 1c(4)(b), AR 345-415, a board of officers is appointed to meet at this station at the call of the senior member thereof, for the purpose of investigating the facts and circumstances leading up to and surrounding the injury received by *Sergeant John L.*

## APPENDIXES

*Martin*, 7790114, 100th Infantry, on or about July 9, 1941, and to determine the line of duty status of the soldier at the time of the accident. The proceedings of the board, and its report together with all exhibits, will be in accordance with the provisions of AR 420-5.

### *Detail for the board:*

Major JOHN H. RANGER, (O-44565), 100th Infantry  
Captain RALPH C. CHESTER (O-4653421), M.C.  
1st Lieut. ROBERT A. JACKSON (O-4765432), 100th Infantry.

The junior member of the board, other than the Medical Officer, will act as recorder.

By command of Major General DOE:

**RICHARD ROE,**  
*Colonel, General Staff Corps,*  
*Chief of Staff.*

### OFFICIAL:

Henry A. Adams,  
*Lieutenant Colonel, Adjutant General's Department,*  
*Adjutant General.*

### Exhibit A

Testimony of Sergeant John L. Martin, (7790114) 100th Infantry.

Having been read AW 24 and his rights thereunder explained to him, Sergeant John L. Martin, (7790114) 100th Infantry, deposed as follows:

My name is Sergeant John L. Martin, (7790114) Company C, 100th Infantry, and I am now in the Station Hospital, Fort Dix, where I am receiving medical treatment for injuries which I received as the result of a collision between Government vehicle, truck No. 94487, and an automobile owned and operated by a civilian named Mr. Willis R. Macy, which occurred at about 4:00 P.M. July 9, 1941, on Highway No. 130, at a point about five miles north of Camden, New Jersey.

I had left my company area at about 3:15 P.M., July 9, 1941, as directed by my commanding officer, Captain P. M. Knight, in truck No. 94487, driven by Pvt. Willie Killen, the regular driver of the truck, who is a qualified driver. I had been directed to proceed to Camden and secure some supplies there and return them to the Company. While proceeding South on Highway No. 130 at a speed of about 30 miles per hour, I first noticed a car coming north on the highway, as it approached our truck. The car appeared to be moving at a moderate rate of speed. As it came closer, it seemed suddenly to swerve over on our side of the road. I heard Pvt. Killen say "Look out" and he turned the truck toward the ditch in order to keep us from getting hit. We were over on our side of the road, and the truck went into the ditch, and the car hit our rear left fender. I got my head cut on the side where I hit the side of the cab and strained my back.

It wasn't our fault; and after I had come to, I heard the driver of the civilian car, whose name I learned was Mr. Macy, tell me and the driver, Pvt. Killen, that his steering gear had locked on him and that if Pvt. Killen hadn't been a good driver, both vehicles might have been torn up. As it was, nobody was hurt but me and the left fender of the truck dented and the grill and the headlight smashed. Mr. Macy's car didn't seem to be hurt. I was not under the influence of any intoxicant, nor had I had a drink.

Further deponent sayeth not:

/s/ John L. Martin  
John L. Martin (7790114);  
Sgt., Co. C, 100th Infantry.

Sworn to and subscribed before me this 11th day of July, 1941.

/s/ Robert A. Jackson  
Robert A. Jackson,  
1st Lieutenant, 100th Infantry,  
Recorder.

### Exhibit B

## APPENDIXES

Testimony of Captain Paul M. Knight, (O-4672423) 100th Infantry.

Having been read AW 24 and his rights thereunder explained to him, Captain Paul M. Knight, (O-4672423) 100th Infantry, deposed as follows:

My name is Paul M. Knight, Captain 100th Infantry, commanding Company C, stationed at Fort Dix, N. J. On the afternoon of July 9, 1941, I directed Sergeant John L. Martin (7790114) to take truck No. 94487, with driver, proceed to Camden, pick up certain supplies and return the supplies to the Company. Later on that same afternoon I was informed that the truck in which Sergeant Martin was riding had been involved in an accident and that Sergeant Martin had been injured. Sergeant Martin was engaged in carrying out an official order at the time of his injury.

Further deponent sayeth not:

/s/ Paul M. Knight  
Paul M. Knight,  
Captain, 100th Infantry,  
Commanding Company C.

Sworn to and subscribed before me this 11th day of July, 1941.

/s/ Robert A. Jackson  
Robert A. Jackson,  
1st Lieutenant, 100th Infantry,  
Recorder.

Exhibit C

Testimony of 1st Lieutenant James A. Kilpatrick, (O-4768522) M.C.

Having been read AW 24 and his rights thereunder explained to him, 1st Lieutenant James A. Kilpatrick, (O-4768522) M.C., deposed as follows:

My name is James A. Kilpatrick, 1st Lieutenant, Medical Corps, stationed at Post Hospital, Fort Dix, N. J. On the 9th day of July, 1941, I was on duty in the Post Hospital. At about 5:00 P.M. on that day I was called to see a soldier who had been admitted for treatment of injuries said to have been occasioned by a motor vehicle accident. The soldier's name, I learned, was Sergeant John L. Martin, (O-7790114) Company C, 100th Infantry. I examined him and found him to be suffering from shock, to have a sprained right wrist, a lacerated cut on temporal region of head about 20mm in length, and he complained of severe pains in his back. There was no evidence of any intoxication.

Further deponent sayeth not:

/s/ James A. Kilpatrick  
James A. Kilpatrick,  
1st Lieutenant, M.C.

Sworn to and subscribed before me this 11th day of July, 1941.

/s/ Robert A. Jackson  
Robert A. Jackson,  
1st Lieutenant, 100th Infantry,  
Recorder.

Exhibit D

Testimony of Mr. Willis R. Macy.

Having been read AW 24 and his rights thereunder explained to him, Mr. Willis R. Macy deposed as follows:

My name is Willis R. Macy, a contractor, and I reside at 462 Elwin Street, Camden, New Jersey. On the afternoon of July 9, 1941, at about 4:10 P.M. while driving north on Highway No. 130, and at a point about five (5) miles north of Camden, the steering gear on the automobile I was driving apparently locked and caused my car to swerve over toward an approaching army truck. The driver of this truck by quick thinking averted what could have been a serious accident. I am sorry Sergeant Martin, who was riding in the truck, got hurt. The accident was not the fault of the driver of the army truck. I was not hurt nor was my car damaged by the accident. I was not under the influence of intoxicants nor did either one of the soldiers appear to be. I helped take Sergeant Martin out of the truck and had he been drinking I could have detected the odor. I do

## APPENDIXES

not hold the Army to have been responsible for the accident and am thankful that Sergeant Martin is not seriously injured. I do not intend to make a claim against the Government.

Further deponent sayeth not:

/s/ Willis R. Macy

Willis R. Macy,

462 Elwin Street, Camden, N. J.

Sworn to and subscribed before me this 11th day of July, 1941.

/s/ Robert A. Jackson

Robert A. Jackson,

1st Lieutenant, 100th Infantry,

Recorder.

Exhibit E

Testimony of Private Willie D. Killen, (8442724) 100th Infantry.

Having been read AW 24 and his rights thereunder explained to him, Private Willie D. Killen, (8442724) 100th Infantry, deposed as follows:

My name is Private Willie D. Killen, (8442724) Company C, 100th Infantry, and I am the regular driver of Government vehicle, truck No. 94487. On the afternoon of July 9, 1941, at about 3:15 P.M., Sergeant John L. Martin told me that the Captain had directed him and me to go up to Camden and pick up some supplies. We left the Company area and started out. When we got up the road on Highway No. 130, about five miles north of Camden, I saw a car approaching us from the south. We were making about 30 miles an hour, and the civilian car didn't seem to be going very fast. When the car got close to us, it looked like it pulled over and tried to hit us. I hollered to Sergeant Martin to look out and pulled over toward the ditch. We got out of the way, and the car just scraped our left rear fender. Sergeant Martin got his head cut and back hurt. The driver of the civilian car, Mr. Macy he said his name was, told us it wasn't our fault, and that his steering gear must have locked. He said I did some good driving. We got a busted headlight and cracked radiator grill and bent-out back rear fender. Sergeant Martin told me to go on to Camden and get the supplies before I took him to the hospital, and I did.

I hadn't been drinking; and so far as I know, neither had Sergeant Martin. The accident happened about 4:00 P.M., July 9, 1941.

Further deponent sayeth not:

/s/ Willie D. Killen

Willie D. Killen (8442724)

Pvt. Co. C, 100th Infantry,

Sworn to and subscribed before me this 11th day of July, 1941.

/s/ Robert A. Jackson

Robert A. Jackson,

1st Lieutenant, 100th Infantry,

Recorder.

Exhibit F





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[A. G. 062.11 (12-30-41).]		

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,  
*Chief of Staff.*

OFFICIAL:

E. S. ADAMS,  
*Major General,*  
*The Adjutant General.*

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(For explanation of symbols, see FM 21-6.)

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